



s.19(1)  
s.24(1)

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <b>Parkland Fuel Corporation</b>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) <b>Bluewave Energy, Columbia Fuels, Island Petroleum, Pioneer Energy, Sparlings Propane PNE Corporation, Propane Nord-Ouest</b>	Business Number – Canada Revenue Agency [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <b>447110</b>	Total number of employees in Canada (Permanent Full-Time and/or Permanent Part-Time)  <input type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) <b>5101, 333-96th Ave NE</b>	City <b>Calgary</b>	Province <b>AB</b>	Postal Code <b>T3K 0S1</b>
Telephone Number <b>1-800-662-7177</b>			

EMPLOYMENT EQUITY CONTACT		
Name (print) <b>Kelsey Heggie</b>	Title <b>Compensation Analyst</b>	
Telephone Number <b>403-567-2518</b>	E-mail Address <b>kelsey.heggie@parkland.ca</b>	Preferred Language of Correspondence <input checked="" type="checkbox"/> X English <input type="checkbox"/> French

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and/or permanent part-time employees in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract valued at \$1M or more (including applicable taxes)</li> </ul> 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: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a> :
<b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY		
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.		
Name (print) <b>Melody Appleman</b>	Title <b>Vice President, People and Culture</b>	
Telephone Number <b>403-567-2529</b>	E-mail Address <b>Melody.appelman@parkland.ca</b>	Preferred Language of Correspondence <input type="checkbox"/> X English <input type="checkbox"/> French
Signature [REDACTED]	Date (YYYY-MM-DD) <b>3 2018-01-30</b>	

**Privacy Notice:**

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsc-rhcc.gc.ca">ee-eme@hrsc-rhcc.gc.ca</a>.</li> </ul>



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

Reporting Period 2016-02-29 to 2017-08-01

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	333	1	0	334	Calgary	135	0	0	135
Québec	30	0	0	30	Edmonton	20	0	0	20
Nova Scotia	144	1	0	145	Halifax	64	1	0	65
New Brunswick	6	0	0	6	Montréal	9	0	0	9
Manitoba	12	0	0	12	Regina	4	0	0	4
British Columbia	144	1	0	145	Toronto	23	0	0	23
Prince Edward Island	29	0	0	29	Vancouver	19	0	0	19
Saskatchewan	24	0	0	24	Winnipeg	10	0	0	10
Alberta	492	2	0	494	Moncton	6	0	0	6
Yukon	5	0	0	5	Québec	1	0	0	1
<b>Total Employees in Canada</b>				<b>1224</b>	Kingston	1	0	0	1
					Ottawa - Gatineau	14	0	0	14
					Peterborough	1	0	0	1
					Hamilton	55	0	0	55
					London	1	0	0	1
					Windsor	1	0	0	1
					Greater Sudbury	11	0	0	11



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

Reporting Period 2016-02-29 to 2017-08-01

Census Metropolitan Areas

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Thunder Bay	7	0	0	7
Brantford	23	0	0	23
Guelph	1	0	0	1
Saskatoon	7	0	0	7
Kelowna	2	0	0	2
Victoria	22	0	0	22
Alta. less CMAs	337	2	0	339
B.C. less CMAs	101	1	0	102
Man. less CMA	2	0	0	2
N.S. less CMA	80	0	0	80
Ont. less CMAs	195	1	0	196
P.E.I.	29	0	0	29
Que. less CMAs	20	0	0	20
Sask. less CMA	13	0	0	13
Y.T.	5	0	0	5
<b>Total Employees in Canada</b>				<b>1224</b>

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1										
	3	1	1										
	2	5	5										
	1	11	8	3									
	<b>Total</b>	18	15	3									
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	4	4										
	3	18	11	7	1	1					1		1
	2	56	41	15							9	8	1
	1	129	101	28	2	2		1	1		6	5	1
	<b>Total</b>	207	157	50	3	3		1	1		16	13	3
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	11	9	2							6	5	1
	3	14	8	6							4	2	2
	2	59	28	31				1		1	17	6	11
	1	35	13	22				1		1	2	1	1
	<b>Total</b>	119	58	61				2		2	29	14	15
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	2	2					1	1				
	3	5	4	1							1	1	
	2	15	13	2	1	1							
	1	9	6	3				2		2			
	<b>Total</b>	31	25	6	1	1		3	1	2	1	1	

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2016-02-29 to 2017-08-01

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						
<b>Supervisors</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 35,000 - \$39,999	4	4	1	3															
	3	9	5	4	1		1						1	1					
	2	16	8	8				1						1	1				
	1	5	1	4															
	<b>Total</b>	<b>34</b>	<b>15</b>	<b>19</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>	
<b>Supervisors: Crafts and Trades</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	2	2																
	3	5	5											1	1				
	2	9	9																
	1	5	4	1															
	<b>Total</b>	<b>21</b>	<b>20</b>	<b>1</b>							<b>1</b>	<b>1</b>							
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	5	2	3															
	3	8	3	5															
	2	17	3	14										3	1			2	
	1	16	1	15											2				2
	<b>Total</b>	<b>46</b>	<b>9</b>	<b>37</b>							<b>3</b>	<b>1</b>		<b>5</b>	<b>1</b>			<b>4</b>	<b>4</b>
<b>Skilled Sales and Service Personnel</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 95,000 - \$99,999	4																		
	3																		
	2																		
	1	1	1	1															
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>																

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2016-02-29 to 2017-08-01

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					
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$100,000 and over Bottom Range: \$ 35,000 - \$39,999	4	2	2															
	3	10	10															
	2	16	16															
	1	45	45															
	<b>Total</b>	73	73					1	1									
<b>Clerical Personnel</b>  Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 30,000 - \$34,999	4	12	10	2	1	1							2	2				
	3	35	25	10				1					1	2	1		1	
	2	72	21	51	1	1	1	4					4	5	2	3	3	
	1	63	20	43	1		1							4	2	2	2	
	<b>Total</b>	182	76	106	3	1	2	5	5				5	13	7	6		6
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 15,000 - \$19,999	4	3	2	1														
	3	10	7	3														
	2	67	13	54										4	1	1	3	3
	1	73	11	62				1	1					1	1	1		
	<b>Total</b>	153	33	120				1	1				5	5	2	3		3
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 30,000 - \$34,999	4	30	30		6	6							3	3				
	3	102	101	1	5	5		2					2	2				
	2	69	69		2	2		1	1				1	1				
	1	131	127	4	4	4		4	4				4	4	4		4	
	<b>Total</b>	332	327	5	17	17		7	7				9	9	9		9	



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2016-02-29 to 2017-08-01

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		
<b>Other Manual Workers</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 40,000 - \$44,999	4	1	1												
	3														
	2														
	1	1	1												
	<b>Total</b>	2	2		25	22	3	21	12	9	81	50			
	<b>Total Number of Employees</b>	1219	810	409											

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / National  
 Reporting Period 2016-02-29 to 2017-08-01

006991

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	
<b>Clerical Personnel</b>  Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999	4													
	3													
	2													
	1		1		1									
	<b>Total</b>		<b>1</b>		<b>1</b>									
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 35,000 - \$39,999	4		1		1									
	3													
	2													
	1		1		1									
	<b>Total</b>		<b>1</b>		<b>1</b>									
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 25,000 - \$29,999	4		1		1									
	3													
	2													
	1		1		1					1				
	<b>Total</b>		<b>1</b>		<b>1</b>					<b>1</b>				
<b>Total Number of Employees</b>		<b>2</b>	<b>2</b>	<b>2</b>					<b>1</b>	<b>1</b>	<b>1</b>			



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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					
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1															
	3																	
	2																	
	1		2	2														
	<b>Total</b>		3	3														
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 65,000 - \$69,999	4	2	2															
	3	2	2															
	2	11	9	2										1	1	1	1	
	1	47	36	11	1	1								1	1	1	1	
	<b>Total</b>		62	49	13	1	1							2	2	2	2	
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	1	1															
	3	3	1	2										1	1	1	1	
	2	6	4	2												2	1	1
	1	4		4														
	<b>Total</b>		14	6	8									1	1	3	2	
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 50,000 - \$54,999	4	1	1															
	3																	
	2	1	1															
	1	3	3															
	<b>Total</b>		5	5														

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Supervisors</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: \$ 55,000 - \$59,999	4	1	1											
	3	1		1										
	2	3	1	2										
	1	2	1	1										
	<b>Total</b>	<b>7</b>	<b>3</b>	<b>4</b>										
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 75,000 - \$79,999  Bottom Range: \$ 60,000 - \$64,999	4	2	2											
	3	3	3											
	2													
	1	2	2											
	<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 40,000 - \$44,999	4	1	1											
	3	1	1											
	2	2		2										1
	1	7	1	6										1
	<b>Total</b>	<b>11</b>	<b>3</b>	<b>8</b>										<b>2</b>
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 40,000 - \$44,999	4	9	9											
	3	14	14											
	2	10	10											
	1	6	6											
	<b>Total</b>	<b>39</b>	<b>39</b>											



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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					
<b>Clerical Personnel</b>  Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 30,000 - \$34,999	4	4	4															
	3	12	6	6														
	2	14	6	8														
	1	26	5	21									1				1	
	<b>Total</b>	56	21	35									1				1	1
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 15,000 - \$19,999	4	1	1															
	3	3	1	2														
	2	16	5	11									2			1	1	
	1	25	6	19														
	<b>Total</b>	45	13	32									2			1	1	1
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 30,000 - \$34,999	4	1	1															
	3	15	15															
	2	57	57		1	1		1	1				1			1	1	
	1	9	7	2	1	1												
	<b>Total</b>	82	80	2	2	2		1	1				1			1	1	1
<b>Other Manual Workers</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 40,000 - \$44,999	4	1	1															
	3																	
	2																	
	1	1	1															
	<b>Total</b>	2	2															



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Total Number of Employees</b>		<b>333</b>	<b>231</b>	<b>102</b>	<b>3</b>	<b>3</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>5</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999	4												
	3												
	2												
	1	1	1	1									
<b>Total Number of Employees</b>	<b>Total</b>	1	1	1									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Québec  
 Reporting Period 2016-02-29 to 2017-08-01

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			
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4	1		1												
	3															
	2															
	1	1	1													
	<b>Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>											
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 40,000 - \$44,999	4	2	2													
	3	1	1													
	2															
	1	1	1	1												
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>1</b>											
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 40,000 - \$44,999	4	1	1													
	3															
	2	1	1													
	1	1	1	1												
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>												
<b>Clerical Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 30,000 - \$34,999	4	1		1												
	3															
	2															
	1	1	1	1												
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>											



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Québec  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 25,000 - \$29,999	4	1	1										
	3												
	2												
	1	3		3									
	<b>Total</b>	4	1	3									
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 35,000 - \$39,999	4	5	5										
	3	1	1										
	2	6	6										
	1	3	2	1									
	<b>Total</b>	15	14	1									
<b>Total Number of Employees</b>		30	22	8									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4													
	3													
	2													
	1		1	1										
	<b>Total</b>		1	1										
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4		1	1										
	3		2		2									
	2		4	2	2									
	1		10	7	3			1	1		1	1		
	<b>Total</b>		17	10	7			1	1		1	1		
<b>Professionals</b>  Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 40,000 - \$44,999	4		2	1	1									
	3		7	4	3									
	2		2	1	1									
	1		8	5	3						1	1		
	<b>Total</b>		19	11	8						1	1		
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 50,000 - \$54,999	4		1	1										
	3													
	2		1	1										
	1		1	1										
	<b>Total</b>		3	3										



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Supervisors</b>  Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 35,000 - \$39,999	4	1		1										
	3													
	2	3		3										
	1	1		1										
	<b>Total</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>5</b>									
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 55,000 - \$59,999	4													
	3													
	2													
	1	1	1	1										
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999	4													
	3													
	2													
	1	1		1										
	<b>Total</b>	<b>1</b>		<b>1</b>										
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 35,000 - \$39,999	4	3		3										
	3	1	1	1										
	2	2		2										
	1	1	1	1										
	<b>Total</b>	<b>7</b>	<b>2</b>	<b>7</b>										

Parkland Fuel Corporation (certificate # 090210)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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					
<b>Clerical Personnel</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 30,000 - \$34,999	4	2	2															
	3	2	1	1														
	2	13	2	11	1		1						1				1	
	1	9	4	5														
	<b>Total</b>	26	9	17	1		1						1					1
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 30,000 - \$34,999	4	1	1															
	3	2	1	1														
	2	6	2	4														
	1	20	2	18														
	<b>Total</b>	29	6	23														
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 40,000 - \$44,999	4	6	6															
	3	8	8									1					1	
	2	16	16															
	1	5	5															
	<b>Total</b>	35	35										1					1
<b>Total Number of Employees</b>		144	83	61	1		1		2		2		4				3	



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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			
<b>Clerical Personnel</b>  Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999	4															
	3															
	2															
	1	1			1											
<b>Total Number of Employees</b>		<b>1</b>			<b>1</b>											

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / New Brunswick  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Middle and Other Managers</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999	4													
	3													
	2													
	1		1	1										
	<b>Total</b>		1	1										
<b>Professionals</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999	4													
	3													
	2													
	1		1	1										
	<b>Total</b>		1	1										
<b>Supervisors</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4													
	3													
	2													
	1		1	1										
	<b>Total</b>		1	1										
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999	4													
	3													
	2													
	1		1	1										
	<b>Total</b>		1	1										



Parkland Fuel Corporation (certificate # 090210)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / New Brunswick  
Reporting Period 2016-02-29 to 2017-08-01

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
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 45,000 - \$49,999  Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										
<b>Total Number of Employees</b>		6	5	1									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Manitoba  
 Reporting Period 2016-02-29 to 2017-08-01

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				
<b>Middle and Other Managers</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 65,000 - \$69,999	4	1	1														
	3																
	2	2	2														
	1	1		1									1				1
	<b>Total</b>	<b>4</b>	<b>3</b>	<b>1</b>									<b>1</b>				<b>1</b>
<b>Supervisors</b>  Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999	4																
	3																
	2																
	1	1	1	1													
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>													
<b>Clerical Personnel</b>  Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999	4																
	3																
	2																
	1	2	2	2													
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>													
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 40,000 - \$44,999	4	1		1													
	3																
	2																
	1	1		1													
	<b>Total</b>	<b>2</b>	<b>1</b>	<b>1</b>													



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Manitoba  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 45,000 - \$49,999	4	1	1											
	3													
	2	1	1		1	1								
	1	1	1											
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>				<b>1</b>			<b>1</b>
<b>Total Number of Employees</b>		<b>12</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>1</b>					<b>1</b>		<b>1</b>	



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / British Columbia**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 70,000 - \$74,999	4	2	1	1									
	3	2	2										
	2	3	2	1									
	1	9	9								1	1	
	<b>Total</b>	16	14	2							1	1	
<b>Professionals</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 50,000 - \$54,999	4	2	1	1							1		1
	3												
	2	3	2	1				1		1			
	1	2		2									
	<b>Total</b>	7	3	4				1		1	1		1
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 65,000 - \$69,999	4	1	1					1	1				
	3												
	2												
	1	2	2										
	<b>Total</b>	3	3					1	1				
<b>Supervisors</b>  Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 45,000 - \$49,999	4	1		1									
	3												
	2	5	3	2				1	1				
	1	2	2								1	1	
	<b>Total</b>	8	5	3				1	1		1	1	



Parkland Fuel Corporation (certificate # 090210)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / British Columbia  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 55,000 - \$59,999	4	2	2											
	3													
	2													
	1	1	1											
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 55,000 - \$59,999	4	1		1										
	3													
	2													
	1	1		1										
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 50,000 - \$54,999	4	3		3										
	3													
	2	1		1										
	1	1		1										
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>1</b>
<b>Clerical Personnel</b>  Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 35,000 - \$39,999	4	4		3										
	3	7		6										
	2	1		1										
	1	5		3										
	<b>Total</b>	<b>17</b>	<b>12</b>	<b>5</b>	<b>11</b>	<b>6</b>	<b>6</b>	<b>17</b>	<b>6</b>	<b>6</b>	<b>17</b>	<b>11</b>	<b>7</b>	<b>1</b>

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / British Columbia  
 Reporting Period 2016-02-29 to 2017-08-01

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				
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 35,000 - \$39,999	4	2	2														
	3	1	1														
	2	3		3													
	1	16	3	13				1	1				2	1			1
	<b>Total</b>	22	6	16				1	1				2	1			1
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 35,000 - \$39,999	4	12	12														
	3	29	29		1			1									
	2	12	12														
	1	8	8		2	2		1	1								
	<b>Total</b>	61	61		3	3		1	1				2	2			
<b>Total Number of Employees</b>		144	112	32	4	4	8	4	4	4	10	7	3				



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / British Columbia  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999	4												
	3												
	2												
	1	1		1									
<b>Total Number of Employees</b>	<b>Total</b>	1		1									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Prince Edward Island  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Middle and Other Managers</b>  Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 65,000 - \$69,999	4	1		1										
	3													
	2													
	1	1	1											
	<b>Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>									
<b>Supervisors</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 55,000 - \$59,999	4													
	3													
	2													
	1	1	1	1										
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>									
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 40,000 - \$44,999	4	2	2	2										
	3	1	1	1										
	2	1	1	1										
	1	1	1	1										
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>									
<b>Clerical Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 40,000 - \$44,999	4	1	1	1										
	3													
	2	1	1	1										
	1	2	2	2										
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>									



Parkland Fuel Corporation (certificate # 090210)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / Prince Edward Island  
Reporting Period 2016-02-29 to 2017-08-01

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
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 30,000 - \$34,999	4	3	3										
	3	1	1										
	2	2		2									
	1	2		2									
	<b>Total</b>	8	4	4									
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 45,000 - \$49,999  Bottom Range: \$ 35,000 - \$39,999	4	3	3										
	3	4	4										
	2	1	1										
	1	1	1										
	<b>Total</b>	9	9										
<b>Total Number of Employees</b>		29	23	6									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Saskatchewan  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Middle and Other Managers</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 75,000 - \$79,999	4	1	1										
	3												
	2												
	1	2	2										
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>1</b>									
<b>Professionals</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 60,000 - \$64,999	4												
	3												
	2												
	1	1	1	1									
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 80,000 - \$84,999	4												
	3												
	2												
	1	1	1	1									
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>									
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 65,000 - \$69,999	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Saskatchewan  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Clerical Personnel</b>  Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 60,000 - \$64,999	4	1	1										
	3												
	2												
	1	2	2										
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>1</b>									
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 45,000 - \$49,999	4	1		1									
	3												
	2												
	1	2		2									
	<b>Total</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>								
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 30,000 - \$34,999	4	4	4	4									
	3	4	4	4									
	2	1	1										
	1	2	2										
	<b>Total</b>	<b>11</b>	<b>11</b>	<b>4</b>	<b>4</b>								
<b>Total Number of Employees</b>		<b>24</b>	<b>20</b>	<b>4</b>									

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Alberta  
 Reporting Period 2016-02-29 to 2017-08-01

007015

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				
<b>Senior Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4	1	1														
	3	1	1														
	2	4	4														
	1	8	5	3													
	<b>Total</b>	14	11	3													
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 70,000 - \$74,999	4	6	4	2													
	3	20	14	6	1	1								2	1		1
	2	29	22	7										7	6		1
	1	44	34	10	1	1								2	2		
	<b>Total</b>	99	74	25	2	2								11	9		2
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 45,000 - \$49,999	4	9	7	2										6	5		1
	3	7	5	2										1	1		
	2	38	15	23										16	5		11
	1	23	10	13										1			1
	<b>Total</b>	77	37	40										24	11		13
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: \$ 40,000 - \$44,999	4	1	1														
	3	3	2	1										1	1		
	2	11	9	2	1	1											
	1	5	2	3										2			
	<b>Total</b>	20	14	6	1	1								2	1		1





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / Alberta  
Reporting Period 2016-02-29 to 2017-08-01

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
<b>Supervisors</b>  Top Range: \$ 85,000 - \$89,999  Bottom Range: \$ 55,000 - \$59,999	4	1		1									
	3	4	4								1	1	
	2	2		2	1		1						
	1	4	2	2									
	<b>Total</b>	11	6	5	1		1				1	1	
<b>Supervisors: Crafts and Trades</b>  Top Range: \$100,000 and over  Bottom Range: \$ 55,000 - \$59,999	4	1	1										
	3	2	2								1	1	
	2	2	2										
	1	1	1										
	<b>Total</b>	6	6								1	1	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 45,000 - \$49,999	4	4	1	3									
	3	5	1	4									
	2	8	2	6									
	1	14	1	13							3	1	2
	<b>Total</b>	31	5	26							3	1	2
<b>Skilled Sales and Service Personnel</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: \$ 95,000 - \$99,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Alberta**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	2	2					1	1				
	3	2	2										
	2	5	5										
	1	3	3										
	<b>Total</b>		12	12					1	1			
<b>Clerical Personnel</b>  Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 30,000 - \$34,999	4	5	4	1									
	3	10	7	3							2	1	1
	2	42	11	31	1		1	2		2	4	2	2
	1	15	3	12							2	2	
	<b>Total</b>		72	25	47	1		1	2		2	8	5
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 35,000 - \$39,999	4	2	1	1									
	3												
	2	3	1	2									
	1	32	1	31							1		1
	<b>Total</b>		37	3	34							1	
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 35,000 - \$39,999	4	19	19		6	6					1	1	
	3	73	72	1	4	4		2	2		2	2	
	2	8	8		1	1		1	1				
	1	12	11	1				1	1		2	2	
	<b>Total</b>		112	110	2	11	11		4	4		5	5



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Alberta  
 Reporting Period 2016-02-29 to 2017-08-01

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
<b>Total Number of Employees</b>		<b>492</b>	<b>303</b>	<b>189</b>	<b>16</b>	<b>14</b>	<b>2</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>55</b>	<b>34</b>	<b>21</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Alberta  
 Reporting Period 2016-02-29 to 2017-08-01

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	
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 45,000 - \$49,999  Bottom Range: \$ 45,000 - \$49,999	4													
	3													
	2													
	1		1		1									
	<b>Total</b>	1		1										
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 25,000 - \$29,999  Bottom Range: \$ 25,000 - \$29,999	4													
	3													
	2													
	1		1		1			1						
	<b>Total</b>	1	1		1			1	1					
<b>Total Number of Employees</b>		2	1	1	1			1	1					



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / Yukon  
Reporting Period 2016-02-29 to 2017-08-01

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
<b>Middle and Other Managers</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: \$ 95,000 - \$99,999	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 45,000 - \$49,999	4	1		1									
	3												
	2												
	1	1		1									
	<b>Total</b>	2		2									
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 60,000 - \$64,999	4	1	1										
	3												
	2												
	1	1	1										
	<b>Total</b>	2	2										
<b>Total Number of Employees</b>		5	3	2									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
\$ 15,000 - \$19,999	4	4										
\$ 20,000 - \$24,999	1	1										
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	21	2	19	1	1							
\$ 35,000 - \$37,499	24	7	17									
\$ 37,500 - \$39,999	52	18	34									
\$ 40,000 - \$44,999	122	75	47	1	1		3	2	1	8	5	3
\$ 45,000 - \$49,999	184	116	68	5	3	2	7	3	4	4	3	1
\$ 50,000 - \$59,999	165	90	75				3	2	1	11	3	8
\$ 60,000 - \$69,999	132	100	32	3	2	1	2		2	5	2	3
\$ 70,000 - \$84,999	253	199	54	8	8		3	3		22	16	6
\$ 85,000 - \$99,999	106	77	29	4	4		1		1	13	6	7
\$100,000 and over	154	121	33	3	3		2	2		18	15	3
<b>Total Number of Employees</b>	<b>1219</b>	<b>810</b>	<b>409</b>	<b>25</b>	<b>22</b>	<b>3</b>	<b>21</b>	<b>12</b>	<b>9</b>	<b>81</b>	<b>50</b>	<b>31</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / National  
 Reporting Period 2016-02-29 to 2017-08-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	1	1					1	1				
\$ 35,000 - \$39,999	1		1									
\$ 40,000 - \$49,999	3	1	2									
<b>Total Number of Employees</b>	<b>5</b>	<b>2</b>	<b>3</b>				<b>1</b>	<b>1</b>				

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 15,000 - \$19,999	4	4										
\$ 20,000 - \$24,999	1	1										
\$ 30,000 - \$34,999	9	1	8	1	1							
\$ 35,000 - \$37,499	11	2	9									
\$ 37,500 - \$39,999	14	2	12									
\$ 40,000 - \$44,999	44	32	12							2		2
\$ 45,000 - \$49,999	80	58	22	1	1		1	1		2	1	1
\$ 50,000 - \$59,999	54	45	9							1	1	
\$ 60,000 - \$69,999	23	15	8							1		1
\$ 70,000 - \$84,999	38	25	13							3	2	1
\$ 85,000 - \$99,999	26	20	6				1		1			
\$100,000 and over	29	26	3	1	1					2	2	
<b>Total Number of Employees</b>	<b>333</b>	<b>231</b>	<b>102</b>	<b>3</b>	<b>3</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>5</b>





**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 40,000 - \$49,999	1	1										
<b>Total Number of Employees</b>	<b>1</b>	<b>1</b>										



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Québec  
 Reporting Period 2016-02-29 to 2017-08-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	1		1									
\$ 35,000 - \$37,499	2		2									
\$ 37,500 - \$39,999	3	2	1									
\$ 40,000 - \$44,999	2	1	1									
\$ 45,000 - \$49,999	7	7										
\$ 50,000 - \$59,999	8	7	1									
\$ 60,000 - \$69,999	2	2										
\$ 70,000 - \$84,999	2	2										
\$100,000 and over	2	1	1									
<b>Total Number of Employees</b>	<b>30</b>	<b>22</b>	<b>8</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 30,000 - \$34,999	7		7									
\$ 35,000 - \$37,499	5	2	3									
\$ 37,500 - \$39,999	15	4	11									
\$ 40,000 - \$44,999	28	18	10							1		1
\$ 45,000 - \$49,999	39	28	11	1		1	1	1		2	2	
\$ 50,000 - \$59,999	15	9	6									
\$ 60,000 - \$69,999	9	7	2									
\$ 70,000 - \$84,999	16	10	6				1	1		1	1	
\$ 85,000 - \$99,999	4	2	2									
\$100,000 and over	6	3	3									
<b>Total Number of Employees</b>	<b>144</b>	<b>83</b>	<b>61</b>	<b>1</b>		<b>1</b>	<b>2</b>	<b>2</b>		<b>4</b>	<b>3</b>	<b>1</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 40,000 - \$49,999	1		1									
<b>Total Number of Employees</b>	<b>1</b>		<b>1</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / New Brunswick  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 37,500 - \$39,999	1		1									
\$ 45,000 - \$49,999	2	2										
\$ 60,000 - \$69,999	3		3									
<b>Total Number of Employees</b>	<b>6</b>	<b>5</b>	<b>1</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Manitoba  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 35,000 - \$37,499	2	2										
\$ 37,500 - \$39,999	1		1									
\$ 40,000 - \$44,999	1		1									
\$ 45,000 - \$49,999	2	2		1	1							
\$ 50,000 - \$59,999	1	1										
\$ 60,000 - \$69,999	1		1							1		1
\$ 70,000 - \$84,999	3	2	1									
\$ 85,000 - \$99,999	1	1										
<b>Total Number of Employees</b>	<b>12</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>1</b>					<b>1</b>		<b>1</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / British Columbia**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
\$ 37,500 - \$39,999	10	7	3									
\$ 40,000 - \$44,999	9	3	6	1	1		2	2		1	1	
\$ 45,000 - \$49,999	9	5	4	1	1		1		1			
\$ 50,000 - \$59,999	15	6	9				2	1	1	3	1	2
\$ 60,000 - \$69,999	42	37	5	1	1		2		2			
\$ 70,000 - \$84,999	39	37	2							4	4	
\$ 85,000 - \$99,999	13	11	2	1	1					2	1	1
\$100,000 and over	7	6	1				1	1				
<b>Total Number of Employees</b>	<b>144</b>	<b>112</b>	<b>32</b>	<b>4</b>	<b>4</b>		<b>8</b>	<b>4</b>	<b>4</b>	<b>10</b>	<b>7</b>	<b>3</b>

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / British Columbia  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 35,000 - \$39,999	1		1									
<b>Total Number of Employees</b>	<b>1</b>		<b>1</b>									



Parkland Fuel Corporation (certificate # 090210)  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Prince Edward Island  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 30,000 - \$34,999	1		1									
\$ 35,000 - \$37,499	1		1									
\$ 37,500 - \$39,999	2	1	1									
\$ 40,000 - \$44,999	13	12	1									
\$ 45,000 - \$49,999	6	6										
\$ 50,000 - \$59,999	4	3	1									
\$ 60,000 - \$69,999	1	1										
\$ 70,000 - \$84,999	1		1									
<b>Total Number of Employees</b>	<b>29</b>	<b>23</b>	<b>6</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Saskatchewan**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
\$ 30,000 - \$34,999	1	1										
\$ 37,500 - \$39,999	1	1										
\$ 45,000 - \$49,999	3	1	2									
\$ 50,000 - \$59,999	6	5	1									
\$ 60,000 - \$69,999	8	7	1									
\$ 70,000 - \$84,999	4	4										
\$ 85,000 - \$99,999	1	1										
<b>Total Number of Employees</b>	<b>24</b>	<b>20</b>	<b>4</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Alberta  
 Reporting Period 2016-02-29 to 2017-08-01

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
\$ 30,000 - \$34,999	2		2									
\$ 35,000 - \$37,499	3	1	2									
\$ 37,500 - \$39,999	5	1	4									
\$ 40,000 - \$44,999	25	9	16						1	4	4	
\$ 45,000 - \$49,999	35	7	28	1			1	1	3	7	4	
\$ 50,000 - \$59,999	61	14	47				1	1		7	1	6
\$ 60,000 - \$69,999	41	26	15	2	1	1				3	2	1
\$ 70,000 - \$84,999	150	119	31	8	8		2	2		14	9	5
\$ 85,000 - \$99,999	60	41	19	3	3					11	5	6
\$100,000 and over	110	85	25	2	2		1	1		16	13	3
<b>Total Number of Employees</b>	<b>492</b>	<b>303</b>	<b>189</b>	<b>16</b>	<b>14</b>	<b>2</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>55</b>	<b>34</b>	<b>21</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / Alberta  
 Reporting Period 2016-02-29 to 2017-08-01

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



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Yukon**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
\$ 45,000 - \$49,999	1		1									
\$ 50,000 - \$59,999	1		1									
\$ 60,000 - \$69,999	2	2										
\$ 85,000 - \$99,999	1	1										
<b>Total Number of Employees</b>	<b>5</b>	<b>3</b>	<b>2</b>									



Parkland Fuel Corporation (certificate # 090210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED  
Full-Time / National

Reporting Period 2016-02-29 to 2017-08-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	36	28	8				1	1		5	4	1
Professionals	33	18	15							14	9	5
Semi-Professionals and Technicians	10	8	2							1	1	
Supervisors	4	3	1									
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	6	3	3							2	1	1
Skilled Crafts and Trades Workers	14	14										
Clerical Personnel	38	25	13	1	1					3	3	
Intermediate Sales and Service Personnel	40	5	35	1		1						
Semi-Skilled Manual Workers	73	71	2	5	5		2	2		1	1	
<b>Total Number of Employees Hired</b>	<b>257</b>	<b>178</b>	<b>79</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>3</b>		<b>26</b>	<b>19</b>	<b>7</b>

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Temporary / National  
 Reporting Period 2016-02-29 to 2017-08-01

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	1	1										
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	2	1	1							1		1
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	5	1	4							1		1
Intermediate Sales and Service Personnel	7	2	5									
Semi-Skilled Manual Workers	14	14								1		1
Other Sales and Service Personnel	1	1										
<b>Total Number of Employees Hired</b>	<b>33</b>	<b>23</b>	<b>10</b>				<b>1</b>	<b>1</b>		<b>3</b>	<b>1</b>	<b>2</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Full-Time / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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	12	9	3							1	1	
Professionals	4	2	2							1	1	
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	2	2										
Skilled Crafts and Trades Workers	5	5										
Clerical Personnel	8	4	4									
Intermediate Sales and Service Personnel	5	3	2									
Semi-Skilled Manual Workers	8	8		1	1							
<b>Total Number of Employees Hired</b>	<b>45</b>	<b>34</b>	<b>11</b>	<b>1</b>	<b>1</b>					<b>2</b>	<b>2</b>	





**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Temporary / Ontario  
 Reporting Period 2016-02-29 to 2017-08-01

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
Clerical Personnel	2		2							1		1
Intermediate Sales and Service Personnel	1	1										
Semi-Skilled Manual Workers	4	4										
<b>Total Number of Employees Hired</b>	<b>7</b>	<b>5</b>	<b>2</b>							<b>1</b>		<b>1</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Québec**  
**Reporting Period 2016-02-29 to 2017-08-01**

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	2	2										
Skilled Crafts and Trades Workers	1	1										
Intermediate Sales and Service Personnel	5		5									
Semi-Skilled Manual Workers	3	3										
<b>Total Number of Employees Hired</b>	<b>11</b>	<b>6</b>	<b>5</b>									



**Parkland Fuel Corporation (certificate # 090210)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Temporary / Québec

Reporting Period 2016-02-29 to 2017-08-01

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
<b>Skilled Crafts and Trades Workers</b>	1	1										
<b>Total Number of Employees Hired</b>	1	1										



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Nova Scotia**  
**Reporting Period 2016-02-29 to 2017-08-01**

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	2	2					1	1		1	1	
Professionals	3	2										
Semi-Professionals and Technicians	3	1										
Clerical Personnel	3	1										
Intermediate Sales and Service Personnel	3											
Semi-Skilled Manual Workers	3	3		1	1							
<b>Total Number of Employees Hired</b>	<b>17</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Temporary / Nova Scotia  
 Reporting Period 2016-02-29 to 2017-08-01

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
Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	2		2									
Semi-Skilled Manual Workers	2	2										
<b>Total Number of Employees Hired</b>	<b>5</b>	<b>2</b>	<b>3</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Full-Time / Manitoba  
 Reporting Period 2016-02-29 to 2017-08-01

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
Clerical Personnel	5	5		1	1							
Semi-Skilled Manual Workers	2	2		1	1							
<b>Total Number of Employees Hired</b>	<b>7</b>	<b>7</b>		<b>2</b>	<b>2</b>							



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Temporary / Manitoba  
 Reporting Period 2016-02-29 to 2017-08-01

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
Semi-Skilled Manual Workers	1	1								1	1	
<b>Total Number of Employees Hired</b>	<b>1</b>	<b>1</b>								<b>1</b>	<b>1</b>	

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / British Columbia**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Middle and Other Managers</b>	6	6										
<b>Professionals</b>	1		1									
<b>Supervisors: Crafts and Trades</b>	2	2										
<b>Skilled Crafts and Trades Workers</b>	1	1										
<b>Clerical Personnel</b>	2	2										
<b>Intermediate Sales and Service Personnel</b>	7	1	6									
<b>Semi-Skilled Manual Workers</b>	11	10	1									
<b>Total Number of Employees Hired</b>	<b>30</b>	<b>22</b>	<b>8</b>									





**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Temporary / British Columbia  
 Reporting Period 2016-02-29 to 2017-08-01

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
Clerical Personnel	1	1										
Intermediate Sales and Service Personnel	3	1	2									
Other Sales and Service Personnel	1	1										
<b>Total Number of Employees Hired</b>	<b>5</b>	<b>3</b>	<b>2</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Prince Edward Island**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
Semi-Skilled Manual Workers	1	1										
<b>Total Number of Employees Hired</b>	<b>1</b>	<b>1</b>										



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Saskatchewan**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
Clerical Personnel	1	1										
Semi-Skilled Manual Workers	2	2										
<b>Total Number of Employees Hired</b>	<b>3</b>	<b>3</b>										

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Alberta**  
**Reporting Period 2016-02-29 to 2017-08-01**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	14	9	5							3	2	1
Professionals	25	14	11							13	8	5
Semi-Professionals and Technicians	6	6								1	1	
Supervisors	4	3	1									
Administrative and Senior Clerical Personnel	4	1	3							2	1	1
Skilled Crafts and Trades Workers	7	7										
Clerical Personnel	19	12	7							3	3	
Intermediate Sales and Service Personnel	18	1	17	1		1						
Semi-Skilled Manual Workers	43	42	1	2	2		2	2		1	1	
<b>Total Number of Employees Hired</b>	<b>141</b>	<b>96</b>	<b>45</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>23</b>	<b>16</b>	<b>7</b>

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Temporary / Alberta  
 Reporting Period 2016-02-29 to 2017-08-01

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	1	1										
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	2	1	1							1		1
Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	1		1									
Semi-Skilled Manual Workers	7	7					1	1				
<b>Total Number of Employees Hired</b>	<b>14</b>	<b>11</b>	<b>3</b>				<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>



**Parkland Fuel Corporation (certificate # 090210)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / Yukon**

**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Intermediate Sales and Service Personnel</b>	2		2									
<b>Total Number of Employees Hired</b>	2		2									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-02-29 to 2017-08-01**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	5	4	1									
Middle and Other Managers	20	17	3	1	1					1	1	
Professionals	15	9	6				1		1	2	1	1
Semi-Professionals and Technicians	1	1		1	1							
Supervisors	3	1	2									
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	6		6							2		2
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	10	4	6							1	1	
Intermediate Sales and Service Personnel	1		1									
Semi-Skilled Manual Workers	5	3	2									
<b>Total Number of Employees Promoted</b>	<b>69</b>	<b>42</b>	<b>27</b>	<b>2</b>	<b>2</b>		<b>1</b>		<b>1</b>	<b>6</b>	<b>3</b>	<b>3</b>
<b>Total Number of Promotions</b>	<b>69</b>	<b>42</b>	<b>27</b>	<b>2</b>	<b>2</b>		<b>1</b>		<b>1</b>	<b>6</b>	<b>3</b>	<b>3</b>

**Parkland Fuel Corporation (certificate # 090210)  
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

Full-Time / Ontario  
Reporting Period 2016-02-29 to 2017-08-01

Occupational Group	Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted )														
	All Employees						Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12			
Senior Managers	2	2													
Middle and Other Managers	3	3													
Supervisors	2	1	1												
Supervisors: Crafts and Trades	1	1													
Administrative and Senior Clerical Personnel	1		1						1		1				
Clerical Personnel	5	1	4												
Semi-Skilled Manual Workers	1	1													
<b>Total Number of Employees Promoted</b>	<b>15</b>	<b>9</b>	<b>6</b>						<b>1</b>		<b>1</b>				
<b>Total Number of Promotions</b>	<b>15</b>	<b>9</b>	<b>6</b>						<b>1</b>		<b>1</b>				



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Québec**

**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Semi-Skilled Manual Workers</b>	<b>2</b>	<b>1</b>	<b>1</b>									
<b>Total Number of Employees Promoted</b>	<b>2</b>	<b>1</b>	<b>1</b>									
<b>Total Number of Promotions</b>	<b>2</b>	<b>1</b>	<b>1</b>									

**Parkland Fuel Corporation (certificate # 090210)  
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED  
 Full-Time / Nova Scotia**

**Reporting Period 2016-02-29 to 2017-08-01**

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	1	1										
Professionals	3	2	1									
<b>Total Number of Employees Promoted</b>	<b>4</b>	<b>3</b>	<b>1</b>									
<b>Total Number of Promotions</b>	<b>4</b>	<b>3</b>	<b>1</b>									



**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Manitoba**  
**Reporting Period 2016-02-29 to 2017-08-01**

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
<b>Supervisors</b>	1		1									
<b>Total Number of Employees Promoted</b>	1		1									
<b>Total Number of Promotions</b>	1		1									



**Parkland Fuel Corporation (certificate # 090210)  
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED  
Full-Time / British Columbia  
Reporting Period 2016-02-29 to 2017-08-01**

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	3	3										
Professionals	2		2				1		1			
<b>Total Number of Employees Promoted</b>	<b>5</b>	<b>3</b>	<b>2</b>				<b>1</b>		<b>1</b>			
<b>Total Number of Promotions</b>	<b>5</b>	<b>3</b>	<b>2</b>				<b>1</b>		<b>1</b>			

**Parkland Fuel Corporation (certificate # 090210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Alberta**  
**Reporting Period 2016-02-29 to 2017-08-01**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	2	1									
Middle and Other Managers	13	10	3	1	1					1	1	
Professionals	10	7	3							2	1	1
Semi-Professionals and Technicians	1	1		1	1							
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	5		5							1		1
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	5	3	2							1	1	
Intermediate Sales and Service Personnel	1		1									
Semi-Skilled Manual Workers	2	1	1									
<b>Total Number of Employees Promoted</b>	<b>42</b>	<b>26</b>	<b>16</b>	<b>2</b>	<b>2</b>					<b>5</b>	<b>3</b>	<b>2</b>
<b>Total Number of Promotions</b>	<b>42</b>	<b>26</b>	<b>16</b>	<b>2</b>	<b>2</b>					<b>5</b>	<b>3</b>	<b>2</b>

**Workplace Equity Information Management System - Parkland Fuel Corporation**  
**Workforce Analysis - Comparison Summary Report**  
 Date #1 (YYYY-MM-DD): 2016-02-29    Date #2 (YYYY-MM-DD): 2017-08-09

**Women**

Employment Equity Occupational Group	All Employees			Representation									Women					
	2016-02-29	2017-08-09	Change	2016-02-29	2017-08-09	Change	2016-02-29	2017-08-09	Change	2016-02-29	2017-08-09	Change	2016-02-29	2017-08-09	Change	2016-02-29	2017-08-09	Change
	#	#	#	#	#	#	%	%	%	%	%	%	%	#	#	#	#	#
01 : Senior Managers	19	18	-1	3	3	0	15.8 %	16.7 %	0.9 %	27.4 %	27.4 %	0.0 %	5	5	0	-2	-2	0
02 : Middle and Other Managers	193	207	14	48	50	2	24.9 %	24.2 %	-0.7 %	38.9 %	38.9 %	0.0 %	75	81	6	-27	-31	-4
03 : Professionals	109	119	10	61	61	0	56.0 %	51.3 %	-4.7 %	44.3 %	43.8 %	-0.5 %	48	52	4	13	9	-4
04 : Semi-Professionals and Technicians	26	31	5	6	6	0	23.1 %	19.4 %	-3.7 %	29.1 %	28.5 %	-0.6 %	8	9	1	-2	-3	-1
05 : Supervisors	34	34	0	19	19	0	55.9 %	55.9 %	0.0 %	60.9 %	60.7 %	-0.2 %	21	21	0	-2	-2	0
06 : Supervisors: Crafts and Trades	21	21	0	1	1	0	4.8 %	4.8 %	0.0 %	9.5 %	9.5 %	0.0 %	2	2	0	-1	-1	0
07 : Administrative and Senior Clerical Personnel	46	46	0	40	37	-3	87.0 %	80.4 %	-6.6 %	86.0 %	85.5 %	-0.5 %	40	39	-1	0	-2	-2
08 : Skilled Sales and Service Personnel	1	1	0	1	1	0	100.0 %	100.0 %	0.0 %	69.8 %	69.8 %	0.0 %	1	1	0	0	0	0
09 : Skilled Crafts and Trades Workers	70	73	3	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	1.0 %	0.2 %	1	1	0	-1	-1	0
10 : Clerical Personnel	176	183	7	107	107	0	60.8 %	58.5 %	-2.3 %	72.4 %	72.3 %	-0.1 %	127	132	5	-20	-25	-5
11 : Intermediate Sales and Service Personnel	189	155	-34	149	122	-27	78.8 %	78.7 %	-0.1 %	70.6 %	71.0 %	0.4 %	133	110	-23	16	12	-4
12 : Semi-Skilled Manual Workers	363	334	-29	6	5	-1	1.7 %	1.5 %	-0.2 %	16.7 %	16.6 %	-0.1 %	61	55	-6	-55	-50	5
14 : Other Manual Workers	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	19.7 %	19.7 %	0.0 %	0	0	0	0	0	0
<b>Total</b>	<b>1249</b>	<b>1224</b>	<b>-25</b>	<b>441</b>	<b>412</b>	<b>-29</b>	<b>35.3 %</b>	<b>33.7 %</b>	<b>-1.7 %</b>	<b>41.8 %</b>	<b>41.5 %</b>	<b>-0.3 %</b>	<b>522</b>	<b>508</b>	<b>-14</b>	<b>-81</b>	<b>-96</b>	<b>-16</b>

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Parkland Fuel Corporation  
**Workforce Analysis - Comparison Summary Report**  
 Date #1 (YYYY-MM-DD): 2016-02-29 Date #2 (YYYY-MM-DD): 2017-08-09

Employment Equity Occupational Group	All Employees			Representation			Aboriginal Peoples			Availability			Gap					
	2016-02-29 #	2017-08-09 #	Change #	2016-02-29 #	2017-08-09 #	Change %	2016-02-29 %	2017-08-09 %	Change %	2016-02-29 #	2017-08-09 #	Change #	2016-02-29 #	2017-08-09 #	Change #			
01 : Senior Managers	19	18	-1	0	0	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	1	1	0	-1	-1	0
02 : Middle and Other Managers	193	207	14	3	3	1.6%	1.4%	-0.2%	2.2%	2.2%	0.0%	4	5	1	-1	-2	-1	0
03 : Professionals	109	119	10	0	0	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	2	2	0	-2	-2	-2	0
04 : Semi-Professionals and Technicians	26	31	5	1	1	3.8%	3.2%	-0.6%	3.0%	3.1%	0.1%	1	1	0	0	0	0	0
05 : Supervisors	34	34	0	1	1	2.9%	2.9%	0.0%	5.0%	5.0%	0.0%	2	2	0	-1	-1	-1	0
06 : Supervisors: Crafts and Trades	21	21	0	0	0	0.0%	0.0%	0.0%	2.1%	2.1%	0.0%	0	0	0	0	0	0	0
07 : Administrative and Senior Clerical Personnel	46	46	0	0	0	0.0%	0.0%	0.0%	4.6%	4.3%	-0.3%	2	2	0	-2	-2	-2	0
08 : Skilled Sales and Service Personnel	1	1	0	0	0	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0	0	0	0	0	0	0
09 : Skilled Crafts and Trades Workers	70	73	3	0	0	0.0%	0.0%	0.0%	4.8%	5.0%	0.2%	3	4	1	-3	-4	-4	1
10 : Clerical Personnel	176	183	7	4	3	2.3%	1.6%	-0.7%	5.2%	5.2%	0.0%	9	10	1	-5	-7	-2	2
11 : Intermediate Sales and Service Personnel	189	155	-34	2	0	-1.1%	0.0%	-1.1%	5.4%	5.6%	0.2%	10	9	-1	-8	-9	-1	1
12 : Semi-Skilled Manual Workers	363	334	-29	13	17	3.6%	5.1%	1.5%	6.6%	6.8%	0.2%	24	23	-1	-11	-6	5	5
14 : Other Manual Workers	2	2	0	0	0	0.0%	0.0%	0.0%	6.8%	6.8%	0.0%	0	0	0	0	0	0	0
Total	1249	1224	-25	24	25	1.9%	2.0%	0.1%	4.7%	4.6%	-0.0%	58	59	1	-34	-34	-34	0

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Parkland Fuel Corporation  
**Workforce Analysis - Comparison Summary Report**  
 Date #1 (YYYY-MM-DD): 2016-02-29 Date #2 (YYYY-MM-DD): 2017-08-09

Members of Visible Minorities

Employment Equity Occupational Group	All Employees			Representation			Members of Visible Minorities			Availability			Gap		
	2016-02-29 #	2017-08-09 #	Change #	2016-02-29 #	2017-08-09 #	Change %	2016-02-29 %	2017-08-09 %	Change %	2016-02-29 #	2017-08-09 #	Change #	2016-02-29 #	2017-08-09 #	Change #
01 : Senior Managers	19	18	-1	0	0	0.0 %	0.0 %	0.0 %	0.0 %	2	2	0	-2	-2	0
02 : Middle and Other Managers	193	207	14	12	16	6.2 %	7.7 %	1.5 %	15.0 %	29	31	2	-17	-15	2
03 : Professionals	109	119	10	18	29	16.5 %	24.4 %	7.9 %	25.3 %	28	30	2	-10	-1	9
04 : Semi-Professionals and Technicians	26	31	5	1	1	3.8 %	3.2 %	-0.6 %	20.5 %	5	7	2	-4	-6	2
05 : Supervisors	34	34	0	2	2	5.9 %	5.9 %	0.0 %	11.1 %	4	4	0	-2	-2	0
06 : Supervisors: Crafts and Trades	21	21	0	1	1	4.8 %	4.8 %	0.0 %	10.8 %	2	2	0	-1	-1	0
07 : Administrative and Senior Clerical Personnel	46	46	0	4	5	8.7 %	10.9 %	2.2 %	7.0 %	3	4	1	1	1	0
08 : Skilled Sales and Service Personnel	1	1	0	0	0	0.0 %	0.0 %	0.0 %	19.2 %	0	0	0	0	0	0
09 : Skilled Crafts and Trades Workers	70	73	3	0	0	0.0 %	0.0 %	0.0 %	9.7 %	7	7	0	-7	-7	0
10 : Clerical Personnel	176	183	7	11	13	6.3 %	7.1 %	0.8 %	9.2 %	16	16	0	-5	-3	2
11 : Intermediate Sales and Service Personnel	189	155	-34	6	5	3.2 %	3.2 %	0.0 %	8.3 %	16	13	-3	-10	-8	2
12 : Semi-Skilled Manual Workers	363	334	-29	11	9	3.0 %	2.7 %	-0.3 %	6.5 %	24	21	-3	-13	-12	1
14 : Other Manual Workers	2	2	0	0	0	0.0 %	0.0 %	0.0 %	2.1 %	0	0	0	0	0	0
Total	1249	1224	-25	66	81	5.3 %	6.6 %	1.3 %	10.9 %	136	137	1	-70	-56	14

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Parkland Fuel Corporation  
**Workforce Analysis - Comparison Summary Report**  
 Date #1 (YYYY-MM-DD): 2016-02-29 Date #2 (YYYY-MM-DD): 2017-08-09

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees			Representation			Persons with Disabilities			Availability			Gap		
	2016-02-29 #	2017-08-09 #	Change #	2016-02-29 #	2017-08-09 #	Change #	2016-02-29 %	2017-08-09 %	Change %	2016-02-29 %	2017-08-09 %	Change %	2016-02-29 #	2017-08-09 #	Change #
01/02 : Managers	212	225	13	0	1	1	0.0%	0.4%	0.4%	4.3%	4.3%	0.0%	9	10	1
03 : Professionals	109	119	10	3	2	-1	2.8%	1.7%	-1.1%	3.8%	3.8%	0.0%	4	5	1
04 : Semi-Professional and Technicians	26	31	5	3	3	0	11.5%	9.7%	-1.8%	4.6%	4.6%	0.0%	1	1	0
05 : Supervisors	34	34	0	1	1	0	2.9%	2.9%	0.0%	13.9%	13.9%	0.0%	5	5	0
06 : Supervisors: Crafts and Trades	21	21	0	0	0	0	0.0%	0.0%	0.0%	7.8%	7.8%	0.0%	2	2	0
07 : Administrative and Senior Clerical Personnel	46	46	0	0	0	0	0.0%	0.0%	0.0%	3.4%	3.4%	0.0%	2	2	0
08 : Skilled Sales and Service Personnel	1	1	0	0	0	0	0.0%	0.0%	0.0%	3.5%	3.5%	0.0%	0	0	0
09 : Skilled Crafts and Trades Workers	70	73	3	1	1	0	1.4%	1.4%	0.0%	3.8%	3.8%	0.0%	3	3	0
10 : Clerical Personnel	176	183	7	5	5	0	2.8%	2.7%	-0.1%	7.0%	7.0%	0.0%	12	13	1
11 : Intermediate Sales and Service Personnel	189	155	-34	3	1	-2	1.6%	0.6%	-1.0%	5.6%	5.6%	0.0%	11	9	-2
12 : Semi-Skilled Manual Workers	363	334	-29	7	8	1	1.9%	2.4%	0.5%	4.8%	4.8%	0.0%	17	16	-1
14 : Other Manual Workers	2	2	0	0	0	0	0.0%	0.0%	0.0%	5.3%	5.3%	0.0%	0	0	0
<b>Total</b>	<b>1249</b>	<b>1224</b>	<b>-25</b>	<b>23</b>	<b>22</b>	<b>-1</b>	<b>1.8%</b>	<b>1.8%</b>	<b>-0.0%</b>	<b>5.2%</b>	<b>5.2%</b>	<b>-0.0%</b>	<b>68</b>	<b>66</b>	<b>-2</b>

Total may not equal sum of components due to rounding

Sources: 20112 Canadian Survey on Disability and employer's internal data

Workplace Equity Information Management System - Parkland Fuel Corporation  
**Workforce Analysis - Comparison Summary Report**  
 Date #1 (YYYY-MM-DD): 2016-02-29    Date #2 (YYYY-MM-DD): 2017-08-09

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

Analysis performed on 07,10,11,12,13,14 at the NOC level as opposed to EEOG because we have these positions require some sort of license or specific skill requirements within Parkland

Recruitment area used of 03,04,06,08,09 was CMA as CMA's typically have a large enough selection of qualified candidates.

**WFA Defaults - Women, Aboriginal Peoples and Visible Minorities**

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

Workplace Equity Information Management System - Parkland Fuel Corporation  
**Workforce Analysis - Comparison Summary Report**  
 Date #1 (YYYY-MM-DD): 2016-02-29    Date #2 (YYYY-MM-DD): 2017-08-09

**WFA Defaults - Persons with Disabilities**

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

**Federal Contractors Program Achievement Table**

**Part 1: Workforce Analysis**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Data from Previous Workforce Analysis**



**Date of Previous Workforce Analysis**

YYYY	MM	DD
2016	02	29

**Data from Current Workforce Analysis**



**Date of Current Workforce Analysis**

YYYY	MM	DD
2017	08	01

**Table 1: Women**

**Previous Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>	<b>Women</b>	
			<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>#</b>	<b>%</b>
01	Senior Managers	43	21	27.4
02	Middle & Other Managers	195	49	38.9
03	Professionals	106	54	44.6
04	Semi-Professionals & Technicians	31	9	31.1
05	Supervisors	37	21	60.7
06	Supervisors: Crafts & Trades	13	0	8.2
07	Administrative & Senior Clerical Personnel	50	42	85.8
08	Skilled Sales & Service Personnel	2	2	45.2
09	Skilled Crafts & Trades Workers	67	0	0.8
10	Clerical Personnel	185	105	72.4
11	Intermediate Sales & Service Personnel	170	132	70.7
12	Semi-Skilled Manual Workers	361	3	16.8
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>1,260</b>	<b>438</b>	<b>41.8</b>

**Table 5: Women**

**Current Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>	<b>Women</b>	
			<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>#</b>	<b>%</b>
		18	3	27.4
		207	50	38.9
		119	61	53.9
		31	6	45.6
		34	19	60.7
		21	1	9.9
		46	37	86.4
		1	1	64.6
		73	0	3.3
		183	107	68.1
		155	122	66.2
		334	5	14.0
		0	0	0.0
		2	0	19.7
<b>Total</b>		<b>1,224</b>	<b>412</b>	<b>40.3</b>

**\* Source:**

2011 National Household Survey

**\* Source:**

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

Data from Previous Workforce Analysis

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Date of Previous Workforce Analysis		
YYYY	MM	DD
2016	02	29

Data from Current Workforce Analysis

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Date of Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

Table 2: Aboriginal Peoples

	Previous Workforce Analysis			
	All Employees	Aboriginal Peoples		Availability*
		Representation	#	
#	#	#	%	
01 Senior Managers	43	0		2.9
02 Middle & Other Managers	195	4		2.2
03 Professionals	106	0		1.4
04 Semi-Professionals & Technicians	31	1		3.1
05 Supervisors	37	1		5.2
06 Supervisors: Crafts & Trades	13	0		2.2
07 Administrative & Senior Clerical Personnel	50	0		4.6
08 Skilled Sales & Service Personnel	2	0		2.8
09 Skilled Crafts & Trades Workers	67	0		4.5
10 Clerical Personnel	185	3		5.2
11 Intermediate Sales & Service Personnel	170	1		5.3
12 Semi-Skilled Manual Workers	361	12		6.6
13 Other Sales & Service Personnel	0	0		0.0
14 Other Manual Workers	0	0		0.0
<b>Total</b>	<b>1,260</b>	<b>22</b>		<b>4.6</b>

Table 6: Aboriginal Peoples

	Current Workforce Analysis			
	All Employees	Aboriginal Peoples		Availability*
		Representation	#	
#	#	#	%	
	18	0		2.9
	207	3		2.2
	119	0		2.6
	31	1		5.5
	34	1		5.0
	21	0		4.3
	46	0		4.3
	1	0		2.5
	73	0		4.4
	183	3		4.9
	155	0		5.3
	334	17		6.7
	0	0		0.0
	2			6.8
<b>Total</b>	<b>1,224</b>	<b>25</b>		<b>4.5</b>

\* Source:

2011 National Household Survey

\* Source:

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

Data from Previous Workforce Analysis

↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2016	02	29

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
01 Senior Managers	43	0	10.1
02 Middle & Other Managers	195	10	15.0
03 Professionals	106	20	25.0
04 Semi-Professionals & Technicians	31	1	20.1
05 Supervisors	37	1	11.2
06 Supervisors: Crafts & Trades	13	1	11.9
07 Administrative & Senior Clerical Personnel	50	5	7.7
08 Skilled Sales & Service Personnel	2	0	15.3
09 Skilled Crafts & Trades Workers	67	0	10.0
10 Clerical Personnel	185	12	9.9
11 Intermediate Sales & Service Personnel	170	7	8.1
12 Semi-Skilled Manual Workers	361	10	6.3
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>1,260</b>	<b>67</b>	<b>10.9</b>

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
01 Senior Managers	18	0	10.1
02 Middle & Other Managers	207	16	15.0
03 Professionals	119	29	14.0
04 Semi-Professionals & Technicians	31	1	7.7
05 Supervisors	34	2	11.8
06 Supervisors: Crafts & Trades	21	1	1.8
07 Administrative & Senior Clerical Personnel	46	5	6.9
08 Skilled Sales & Service Personnel	1	0	27.7
09 Skilled Crafts & Trades Workers	73	0	1.3
10 Clerical Personnel	183	13	8.4
11 Intermediate Sales & Service Personnel	155	5	7.1
12 Semi-Skilled Manual Workers	334	9	5.5
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	2	0	2.1
<b>Total</b>	<b>1,224</b>	<b>81</b>	<b>10.1</b>

\* Source:

2011 National Household Survey

\* Source:

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

Data from Previous Workforce Analysis

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Date of Previous Workforce Analysis		
YYYY	MM	DD
2016	02	29

Data from Current Workforce Analysis

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Date of Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

Table 4: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities	
		Representation	Availability*
#	#	%	%
01/02 Managers	238	1	4.3
03 Professionals	106	3	3.8
04 Semi-Professionals & Technicians	31	3	4.6
05 Supervisors	37	1	13.9
06 Supervisors: Crafts & Trades	13	0	7.8
07 Administrative & Senior Clerical Personnel	50	0	3.4
08 Skilled Sales & Service Personnel	2	0	3.5
09 Skilled Crafts & Trades Workers	67	0	3.8
10 Clerical Personnel	185	4	7.0
11 Intermediate Sales & Service Personnel	170	3	5.6
12 Semi-Skilled Manual Workers	361	7	4.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>1,260</b>	<b>22</b>	<b>0.0</b>

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities	
		Representation	Availability*
#	#	%	%
01/02 Managers	225	1	4.3
03 Professionals	119	2	3.8
04 Semi-Professionals & Technicians	31	3	4.6
05 Supervisors	34	1	13.9
06 Supervisors: Crafts & Trades	21	0	7.8
07 Administrative & Senior Clerical Personnel	46	0	3.4
08 Skilled Sales & Service Personnel	1	0	3.5
09 Skilled Crafts & Trades Workers	73	1	3.8
10 Clerical Personnel	183	5	7.0
11 Intermediate Sales & Service Personnel	155	1	5.6
12 Semi-Skilled Manual Workers	334	8	4.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	2	0	5.3
<b>Total</b>	<b>1,224</b>	<b>22</b>	<b>5.2</b>

\* Source:

2012 Canadian Survey on Disability

\* Source:

2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

Start Date of Flow Data			
YYYY	MM	DD	
2016	02	29	

End Date of Flow Data			
YYYY	MM	DD	
2017	08	01	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	1	0	0	0	5	1	0	0	2	0	0	0
02 Middle & Other Managers	36	8	1	0	20	3	0	0	20	6	3	1
03 Professionals	33	15	1	0	15	6	0	0	21	13	2	0
04 Semi-Professionals & Technicians	10	2	1	0	1	0	0	0	5	2	1	0
05 Supervisors	4	1	0	0	3	2	0	0	3	1	1	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0	0	0	2	0	0	0
07 Administrative & Senior Clerical Personnel	6	3	2	1	6	6	0	0	5	5	3	2
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	14	0	1	0	1	0	0	0	10	0	2	0
10 Clerical Personnel	38	13	5	4	10	6	0	0	28	11	7	6
11 Intermediate Sales & Service Personnel	40	35	7	5	1	1	0	0	43	36	36	29
12 Semi-Skilled Manual Workers	73	2	14	0	5	2	0	0	60	1	56	2
13 Other Sales & Service Personnel	0	0	1	0	0	0	0	0	0	0	1	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>257</b>	<b>79</b>	<b>33</b>	<b>10</b>	<b>69</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>199</b>	<b>75</b>	<b>112</b>	<b>40</b>



**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

Start Date of Flow Data		
YYYY	MM	DD
2016	02	29

End Date of Flow Data		
YYYY	MM	DD
2017	08	01

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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	1	0	0	0	5	0	0	0	2	0	0	0
02 Middle & Other Managers	36	0	1	0	20	1	0	0	20	0	3	0
03 Professionals	33	0	1	0	15	0	0	0	21	0	2	0
04 Semi-Professionals & Technicians	10	0	1	0	1	1	0	0	5	0	1	0
05 Supervisors	4	0	0	0	3	0	0	0	3	0	1	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0	0	0	2	0	0	0
07 Administrative & Senior Clerical Personnel	6	0	2	0	6	0	0	0	5	0	3	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	14	0	1	0	1	0	0	0	10	0	2	0
10 Clerical Personnel	38	1	5	0	10	0	0	0	28	2	7	0
11 Intermediate Sales & Service Personnel	40	1	7	0	1	0	0	0	43	1	36	1
12 Semi-Skilled Manual Workers	73	5	14	0	5	0	0	0	60	1	56	0
13 Other Sales & Service Personnel	0	0	1	0	0	0	0	0	0	0	1	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>257</b>	<b>7</b>	<b>33</b>	<b>0</b>	<b>69</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>199</b>	<b>4</b>	<b>112</b>	<b>1</b>

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

Start Date of Flow Data			
YYYY	MM	DD	
2016	02	29	

End Date of Flow Data			
YYYY	MM	DD	
2017	08	01	

**Data from Form 4 - Employees Hired**

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**Data from Form 5 - Employees Promoted**

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**Data from Form 6 - Employees Terminated**

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**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Persons with Disabilities	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	Total	%
01 Senior Managers	1	0	0	0	1	0
02 Middle & Other Managers	36	1	1	0	37	0
03 Professionals	33	0	1	0	34	0
04 Semi-Professionals & Technicians	10	0	1	0	11	0
05 Supervisors	4	0	0	0	4	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0
07 Administrative & Senior Clerical Personnel	6	0	2	0	8	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	14	0	1	0	15	0
10 Clerical Personnel	38	0	5	0	43	0
11 Intermediate Sales & Service Personnel	40	0	7	0	47	0
12 Semi-Skilled Manual Workers	73	2	14	1	89	1
13 Other Sales & Service Personnel	0	0	1	0	1	0
14 Other Manual Workers	0	0	0	0	0	0
<b>Total</b>	<b>257</b>	<b>3</b>	<b>33</b>	<b>1</b>	<b>294</b>	<b>1</b>

**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Persons with Disabilities	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	Total	%
01 Senior Managers	5	0	0	0	5	0
02 Middle & Other Managers	20	0	0	0	20	0
03 Professionals	15	1	0	0	16	0
04 Semi-Professionals & Technicians	1	0	0	0	1	0
05 Supervisors	3	0	0	0	3	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0
07 Administrative & Senior Clerical Personnel	6	0	0	0	6	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0	1	0
10 Clerical Personnel	10	0	0	0	10	0
11 Intermediate Sales & Service Personnel	1	0	0	0	1	0
12 Semi-Skilled Manual Workers	5	0	0	0	5	0
13 Other Sales & Service Personnel	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0
<b>Total</b>	<b>69</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Persons with Disabilities	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	Total	%
01 Senior Managers	2	0	0	0	2	0
02 Middle & Other Managers	20	0	3	0	23	0
03 Professionals	21	1	2	0	24	0
04 Semi-Professionals & Technicians	5	0	1	0	6	0
05 Supervisors	3	0	1	0	4	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0
07 Administrative & Senior Clerical Personnel	5	0	3	0	8	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	10	0	2	0	12	0
10 Clerical Personnel	28	0	7	0	35	0
11 Intermediate Sales & Service Personnel	43	0	36	2	79	2
12 Semi-Skilled Manual Workers	60	1	56	1	117	1
13 Other Sales & Service Personnel	0	0	1	0	1	0
14 Other Manual Workers	0	0	0	0	0	0
<b>Total</b>	<b>199</b>	<b>2</b>	<b>112</b>	<b>3</b>	<b>214</b>	<b>3</b>

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

Start Date of Flow Data			
YYYY	MM	DD	
2016	02	29	

End Date of Flow Data			
YYYY	MM	DD	
2017	08	01	

**Data from Form 4 - Employees Hired**

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**Data from Form 5 - Employees Promoted**

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**Data from Form 6 - Employees Terminated**

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Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	1	0	0	0	5	0	0	0	2	0	0	0
02 Middle & Other Managers	36	5	1	0	20	1	0	0	20	1	3	0
03 Professionals	33	14	1	0	15	2	0	0	21	3	2	0
04 Semi-Professionals & Technicians	10	1	1	0	1	0	0	0	5	1	1	0
05 Supervisors	4	0	0	0	3	0	0	0	3	0	1	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0	0	0	2	0	0	0
07 Administrative & Senior Clerical Personnel	6	2	2	1	6	2	0	0	5	1	3	1
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	14	0	1	0	1	0	0	0	10	0	2	0
10 Clerical Personnel	38	3	5	1	10	1	0	0	28	1	7	1
11 Intermediate Sales & Service Personnel	40	0	7	0	1	0	0	0	43	1	36	0
12 Semi-Skilled Manual Workers	73	1	14	1	5	0	0	0	60	2	56	2
13 Other Sales & Service Personnel	0	0	1	0	0	0	0	0	0	0	1	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>257</b>	<b>26</b>	<b>33</b>	<b>3</b>	<b>69</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>199</b>	<b>10</b>	<b>112</b>	<b>4</b>

Federal Contractors Program Achievement Table

Part 3: Goals

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2016	2019	2016	2023	

Duration of Current Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2017	2020	2017	2026	

Table 1: Women

Women

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	27	38.9	27	38.9
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	1	31.1	1	31.1
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	1	8.2	1	8.2
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	1	0.8	1	0.8
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	58	16.8	58	16.8
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	88	12.0	88	12.0

Table 5: Women

Women

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	21.0	2	27.4
02 Middle & Other Managers	16	31.6	31	38.9
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	4	32.5	8	45.6
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	1	9.9	1	9.9
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	1	1.6	2	3.3
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	21	7.8	42	14.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	44	10.4	86	13.9

Federal Contractors Program Achievement Table

Part 3: Goals

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2023

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2026

Table 2: Aboriginal Peoples

Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	2.9	1	2.9
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	1	1.4	1	1.4
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	1	5.2	1	5.2
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	2	4.6	2	4.6
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	3	4.5	3	4.5
10 Clerical Personnel	7	5.2	7	5.2
11 Intermediate Sales & Service Personnel	8	5.3	8	5.3
12 Semi-Skilled Manual Workers	12	6.6	12	6.6
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	35	4.5	35	4.5

Table 6: Aboriginal Peoples

Aboriginal Peoples

Short-term Goals		Long-term Goals	
#	%	#	%
1	2.9	1	2.9
1	1.1	2	2.2
1	0.9	3	2.6
1	5.5	1	5.5
1	5.0	1	5.0
1	4.3	1	4.3
1	2.1	2	4.3
0	0.0	0	0.0
1	1.5	3	4.4
3	3.3	6	4.9
4	2.7	8	5.3
2	2.4	5	6.7
0	0.0	0	0.0
0	0.0	0	0.0
17	2.9	33	4.4

Federal Contractors Program Achievement Table

Part 3: Goals

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2023

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2026

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	9	4.3	9	4.3
03 Professionals	1	3.8	1	3.8
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	4	13.9	4	13.9
06 Supervisors: Crafts & Trades	1	7.8	1	7.8
07 Administrative & Senior Clerical Personnel	2	3.4	2	3.4
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	3	3.8	3	3.8
10 Clerical Personnel	9	7.0	9	7.0
11 Intermediate Sales & Service Personnel	7	5.6	7	5.6
12 Semi-Skilled Manual Workers	10	4.8	10	4.8
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	46	6.0	46	6.0

Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	4	2.2	9	4.3
03 Professionals	1	2.5	3	3.8
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	2	8.4	4	13.9
06 Supervisors: Crafts & Trades	1	3.9	2	7.8
07 Administrative & Senior Clerical Personnel	1	1.7	2	3.4
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	1	2.5	2	3.5
10 Clerical Personnel	4	4.9	8	7.0
11 Intermediate Sales & Service Personnel	4	3.1	8	5.6
12 Semi-Skilled Manual Workers	4	3.6	8	4.8
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	22	3.6	46	6.0

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>PARKLAND FUEL CORPORATION</b>
<b>[Date: YYYY-MM-DD]</b>

<b>Data from Previous Goals</b>
---------------------------------



<b>Data from Current Goals</b>
--------------------------------



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2023

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2026

**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	4	10.1	4	10.1
02	Middle & Other Managers	19	15.0	19	15.0
03	Professionals	7	25.0	7	25.0
04	Semi-Professionals & Technicians	5	30.1	5	30.1
05	Supervisors	3	11.2	3	11.2
06	Supervisors: Crafts & Trades	1	11.9	1	11.9
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	7	10.0	7	10.0
10	Clerical Personnel	6	9.9	6	9.9
11	Intermediate Sales & Service Personnel	7	8.1	7	8.1
12	Semi-Skilled Manual Workers	13	6.3	13	6.3
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>72</b>	<b>13.8</b>	<b>72</b>	<b>13.8</b>

**Table 8: Members of Visible Minorities**

Members of Visible Minorities			
Short-term Goals		Long-term Goals	
#	%	#	%
1	5.0	2	10.1
7	11.0	15	15.0
0	0.0	0	0.0
1	7.7	1	7.7
1	8.9	2	11.8
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
1	1.3	1	1.3
1	7.8	2	8.4
3	5.2	6	7.1
4	4.0	9	5.5
0	0.0	0	0.0
0	0.0	0	0.0
<b>19</b>	<b>6.4</b>	<b>38</b>	<b>8.4</b>





**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

Federal Contractors Program Achievement Table

Part 4: Results - Women

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} 1 + \text{DY ear} 2) \times 100$

Occupational Equity (EEOC)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Women Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
04	Semi-Professionals & Technicians	2016	31	9	29.0	31.1	10	-1	93.4	11	2	18.2	5	-3	1	0	0.0	0	0	6	2	33.3	2	0	19.4
		2017	31	6	19.4	45.6	14	-8	42.4	11	2	18.2	5	-3	1	0	0.0	0	0	6	2	33.3	2	0	19.4
05	Supervisors	2016	37	21	56.8	60.7	22	-1	93.5	4	1	25.0	2	-1	3	2	66.7	2	0	4	1	25.0	2	-1	11.3
		2017	34	19	55.9	60.7	21	-2	92.1	4	1	25.0	2	-1	3	2	66.7	2	0	4	1	25.0	2	-1	11.3
06	Supervisors, Crafts & Trades	2016	13	0	0.0	8.2	1	-1	0.0	2	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	11.8
		2017	21	1	4.8	9.9	2	-1	48.1	2	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	11.8

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	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	12	2	16.7	1	200.0	31.1	53.6	1	200.0	31.1	53.6	
		2020	12	2	16.7	4	50.0	32.5	51.3	8	25.0	45.6	36.5	
05	Supervisors	2017	7	3	42.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	7	3	42.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06	Supervisors, Crafts & Trades	2017	4	0	0.0	1	0.0	8.2	0.0	1	0.0	8.2	0.0	
		2020	4	0	0.0	1	0.0	9.9	0.0	1	0.0	9.9	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations				Turnover Rate		
		All Employees	Women					Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	%			
07	Administrative & Senior Clerical	2016	50	42	84.0	85.8	43	-1	97.9																	
		2017	46	37	80.4	86.4	40	-3	93.1	8	4	50.0	7	-3	6	6	100.0	5	1	8	7	87.5	7	0	16.7	
08	Skilled Sales & Service Personnel	2016	2	2	100.0	45.2	1	1	221.2																	
		2017	1	1	100.0	64.6	1	0	154.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
09	Skilled Crafts & Trades Workers	2016	67	0	0.0	0.8	1	-1	0.0																	
		2017	73	0	0.0	3.3	2	-2	0.0	15	0	0.0	0	0	0	0	0.0	0	0	12	0	0.0	0	0	17.1	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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				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	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	14	10	71.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Achieved sufficient representation based on availability
		2020	14	10	71.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Achieved sufficient representation based on availability
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2017	16	0	0.0	1	0.0	0.8	0.0	1	0.0	0.8	0.0	
		2020	16	0	0.0	1	0.0	1.6	0.0	2	0.0	3.3	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

Federal Contractors Program Achievement Table

Part 4: Results - Women

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} + 2) \times 100$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Promotions						Terminations						Turnover Rate %										
		All Employees						Women						All Employees			Women			All Employees			Women			All Employees			Women																			
		#	%	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	#	%	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals											
10 Clerical Personnel	2016	185	105	56.8	72.4	134	-29	78.4	43	17	39.5	29	-12	10	6	60.0	6	0	35	17	48.6	20	-3	19.0	2017	183	107	58.5	68.1	125	-18	85.9	43	17	39.5	29	-12	10	6	60.0	6	0	35	17	48.6	20	-3	19.0
11 Intermediate Sales & Service Personnel	2016	170	132	77.6	70.7	120	12	109.8	47	40	85.1	31	9	1	1	100.0	1	0	79	65	82.3	61	4	48.6	2017	155	122	78.7	66.2	103	19	118.9	47	40	85.1	31	9	1	1	100.0	1	0	79	65	82.3	61	4	48.6
12 Semi-Skilled Manual Workers	2016	361	3	0.8	16.8	61	-58	4.9	87	2	2.3	12	-10	5	2	40.0	0	2	116	3	2.6	1	2	33.4	2017	334	5	1.5	14.0	47	-42	10.7	87	2	2.3	12	-10	5	2	40.0	0	2	116	3	2.6	1	2	33.4

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments																							
		All Employees			Women			All Employees			Women			All Employees			Women																										
		#	%	Part 2: Flow Data Analysis	#	%	Part 2: Flow Data Analysis	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals	#	%	Part 3: Goals		#	%	Part 3: Goals																				
10 Clerical Personnel	2017	53	23	43.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2020	53	23	43.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
11 Intermediate Sales & Service Personnel	2017	48	41	85.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2020	48	41	85.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
12 Semi-Skilled Manual Workers	2017	92	4	4.3	58	6.9	16.8	7.8	58	6.9	16.8	25.9	58	6.9	16.8	25.9	58	6.9	16.8	25.9	58	6.9	16.8	25.9	2020	92	4	4.3	21	19.0	7.8	42	9.5	14.0	31.1								

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

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	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference									
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																			
	2017	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																			
	2017	2	0	0.0	19.7	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	
Total	2016	1,260	438	34.8	41.8	527	-89	83.2																			
	2017	1,224	412	33.7	40.3	493	-81	83.5	290	89	30.7	117	-28	69	27	39.1	24	3	311	115	37.0	108	7	25.0			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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				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	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	359	116	32.3	88	131.8	12.0	269.8	88	131.8	12.0	269.8		
	2020	359	116	32.3	44	263.6	10.4	309.8	86	134.9	13.9	232.3		



**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**  
**Part 5: Results - Aboriginal Peoples**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis											
		All Employees					Aboriginal Peoples					All Employees					Aboriginal Peoples						
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Turnover Rate %
01 Senior Managers	2016	43	0.0	2.9	1	-1	0.0				5	0	0.0	0	0	0	0	2	0	0.0	0	0	6.6
	2017	18	0.0	2.9	1	-1	0.0				0	0.0	0	0	0	0	0	0	0	0.0	0	0	
02 Middle & Other Managers	2016	195	4	2.1	4	0	93.2				20	1	5.0	0	1	23	0	0.0	0	0	0	0	11.4
	2017	207	3	1.4	5	-2	65.9				37	0	0.0	1	23	0	0.0	0	0	0	0	0	
03 Professionals	2016	106	0	0.0	1	-1	0.0				15	0	0.0	0	0	0	0	0	0	0.0	0	0	20.4
	2017	119	0	0.0	3	-3	0.0				34	0	0.0	1	-1	23	0	0.0	0	0	0	0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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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		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
01 Senior Managers	2017	6	0.0	1	0.0	2.9	0.0	1	0.0	2.9	0.0			
	2020	6	0.0	1	0.0	2.9	0.0	1	0.0	2.9	0.0			
02 Middle & Other Managers	2017	57	1.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	57	1.8	1	100.0	1.1	159.5	2	50.0	2.2	79.7			
03 Professionals	2017	49	0.0	1	0.0	1.4	0.0	1	0.0	1.4	0.0			
	2020	49	0.0	1	0.0	0.9	0.0	3	0.0	2.6	0.0			

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

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	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				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	Actual	Expected	Difference	#	Actual	Expected	Difference	%		
04	Semi-Professionals & Technicians	2016	31	9	29.0	3.1	1	8	936.5																
	2017	31	6	19.4	5.5	2	4	351.9	11	0	0.0	1	-1	1	1	100.0	0	1	6	0	0.0	2	-2	19.4	
05	Supervisors	2016	37	21	56.8	5.2	2	19	1,091.5																
	2017	34	19	55.9	5.0	2	17	1,117.6	4	0	0.0	0	0	3	0	0.0	2	-2	4	0	0.0	2	-2	11.3	
06	Supervisors: Crafts & Trades	2016	13	0	0.0	2.2	0	0	0.0																
	2017	21	1	4.8	4.3	1	0	110.7	2	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	11.8	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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 (EEOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2017	12	1	8.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	12	1	8.3	1	100.0	5.5	151.5	1	100.0	5.5	151.5		
05	Supervisors	2017	7	0	0.0	1	0.0	5.2	0.0	1	0.0	5.2	0.0	
	2020	7	0	0.0	1	0.0	5.0	0.0	1	0.0	5.0	0.0		
06	Supervisors: Crafts & Trades	2017	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	4	0	0.0	1	0.0	4.3	0.0	1	0.0	4.3	0.0		

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**  
**Part 5: Results - Aboriginal Peoples**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples						
		#	%	Availability	Gap	EE Result	#	#	%	Availability	Gap	EE Result	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected
Administrative & Senior Clerical	2016	50	0.0	4.6	2	-2	0.0	8	0	0.0	0	0	0	6	0	0.0	0	0	8	0	0.0	0	0	0	16.7	
Skilled Sales & Service Personnel	2016	2	0.0	2.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	
Skilled Crafts & Trades Workers	2016	67	0.0	4.5	3	-3	0.0	15	0	0.0	1	-1	1	0	0.0	0	0	0	12	0	0.0	0	0	0	17.1	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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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	Percent of Goal Met	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											
Administrative & Senior Clerical	2017	14	0.0	2	0.0	4.6	0.0	2	0.0	4.6	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Skilled 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	0.0	0	0.0	0	0.0	0	0.0	
Skilled Crafts & Trades Workers	2017	16	0.0	3	0.0	4.5	0.0	3	0.0	4.5	0.0	3	0.0	4.5	0.0	3	0.0	4.4	0.0	3	0.0	4.4	0.0	0	0.0	

<b>Federal Contractors Program Achievement Table</b>
<b>Part 5: Results - Aboriginal Peoples</b>
<b>PARKLAND FUEL CORPORATION</b>
<b>[Date: YYYY-MM-DD]</b>

**Federal Contractors Program Achievement Table**  
**Part 5: Results - Aboriginal Peoples**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
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 R + 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/Year) + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis																		
		All Employees						Aboriginal Peoples						Hires						Promotions						Terminations						Turnover Rate %
		#	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Expected Difference #	All Employees #	Actual #	Expected #	Expected Difference #	All Employees #	Actual #	Expected #	Expected Difference #	All Employees #	Actual #	Expected #	Expected Difference #										
10 Clerical Personnel	2016	185	3	1.6	5.2	10	-7	31.2		43	1	2.3	2	-1	10	0	0.0	0	0	35	2	5.7	1	19.0								
	2017	183	3	1.6	4.9	9	-6	33.5																								
11 Intermediate Sales & Service Personnel	2016	170	1	0.6	5.3	9	-8	11.1		47	1	2.1	2	-1	1	0	0.0	0	0	79	2	2.5	0	48.6								
	2017	155	0	0.0	5.3	8	-8	0.0																								
12 Semi-Skilled Manual Workers	2016	361	12	3.3	6.6	24	-12	50.4		87	5	5.7	6	-1	5	0	0.0	0	0	116	1	0.9	4	33.4								
	2017	334	17	5.1	6.7	22	-5	76.0																								

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		All Employees			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples						
		#	Actual #	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %					
10 Clerical Personnel	2017	53	1	1.9	7	14.3	5.2	36.3	7	14.3	5.2	36.3								
	2020	53	1	1.9	3	33.3	3.3	57.2	6	16.7	4.9	38.5								
11 Intermediate Sales & Service Personnel	2017	48	1	2.1	8	12.5	5.3	39.3	8	12.5	5.3	39.3								
	2020	48	1	2.1	4	25.0	2.7	77.2	8	12.5	5.3	39.3								
12 Semi-Skilled Manual Workers	2017	92	5	5.4	12	41.7	6.6	82.3	12	41.7	6.6	82.3								
	2020	92	5	5.4	2	250.0	2.4	230.3	5	100.0	6.7	81.1								



**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**



<b>Federal Contractors Program Achievement Table</b>
<b>Part 5: Results - Aboriginal Peoples</b>
<b>PARKLAND FUEL CORPORATION</b>
<b>[Date: YYYY-MM-DD]</b>

**Federal Contractors Program Achievement Table**  
**Part 6: Results - Persons with Disabilities**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

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

Occupational Equity Group (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EE Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
01 & Managers	2016	238	1	0.4	4.3	10	-9	9.8																	
	2017	225	1	0.4	4.3	10	-9	10.3																	
02 & Managers	2016	106	3	2.8	3.8	4	-1	74.5																	
	2017	119	2	1.7	3.8	5	-3	44.2																	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	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 & Managers	2017	63	1	1.6	9	11.1	4.3	36.9	9	11.1	4.3	36.9		
	2020	63	1	1.6	4	25.0	2.2	72.2	9	11.1	4.3	36.9		
03 Professionals	2017	49	1	2.0	1	100.0	3.8	53.7	1	100.0	3.8	53.7		
	2020	49	1	2.0	1	100.0	2.5	81.6	3	33.3	3.8	53.7		

**Federal Contractors Program Achievement Table**  
**Part 6: Results - Persons with Disabilities**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

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 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/Year) + 2) x 100		

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce					Hires					Promotions					Terminations					Turnover Rate %			
		All Employees	Representation %	Persons with Disabilities Availability %	Gap #	EZ Result %	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #							
04 Semi-Professionals & Technicians	2016	31	9.7	4.6	1	2	210.4	11	0	0.0	1	0	0.0	0	0	0.0	0	0	0	6	0	0.0	1	-1	19.4
	2017	31	9.7	4.6	1	2	210.4	11	0	0.0	1	0	0.0	0	0	0.0	0	0	0	6	0	0.0	1	-1	19.4
05 Supervisors	2016	37	2.7	13.9	5	-4	19.4	4	0	0.0	1	-1	3	0	0.0	0	0	0	0	4	0	0.0	0	0	11.3
	2017	34	2.9	13.9	5	-4	21.2	4	0	0.0	1	-1	3	0	0.0	0	0	0	0	4	0	0.0	0	0	11.3
06 Supervisors, Crafts & Trades	2016	13	0.0	7.8	1	-1	0.0	2	0	0.0	0	0	2	0	0.0	0	0	0	0	2	0	0.0	0	0	11.8
	2017	21	0.0	7.8	2	-2	0.0	2	0	0.0	0	0	2	0	0.0	0	0	0	0	2	0	0.0	0	0	11.8

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	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	12	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	12	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	2017	7	0.0	4	0.0	4	0.0	4	0.0	4	0.0	4	0.0	
	2020	7	0.0	4	0.0	4	0.0	4	0.0	4	0.0	4	0.0	
06 Supervisors, Crafts & Trades	2017	4	0.0	1	0.0	1	0.0	1	0.0	1	0.0	1	0.0	
	2020	4	0.0	1	0.0	1	0.0	2	0.0	2	0.0	2	0.0	

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

**Federal Contractors Program Achievement Table**  
**Part 6: Results - Persons with Disabilities**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOC)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EZ Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
07	Administrative & Senior Clerical	2016	50	0	0.0	3.4	2	-2	0.0	8	0	0.0	0	6	0	0.0	0	0	8	0	0.0	0	0	16.7	
08	Skilled Sales & Service Personnel	2016	2	0	0.0	3.5	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
09	Skilled Crafts & Trades Workers	2016	67	0	0.0	3.8	3	-3	0.0	15	0	0.0	1	1	0	0.0	0	0	12	0	0.0	0	0	17.1	
		2017	46	0	0.0	3.4	2	-2	0.0	8	0	0.0	0	6	0	0.0	0	0	8	0	0.0	0	0	16.7	
		2017	1	0	0.0	3.5	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
		2017	73	1	1.4	3.8	3	-2	36.0	15	0	0.0	1	1	0	0.0	0	0	12	0	0.0	0	0	17.1	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOC)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	14	0.0	2	0.0	3.4	0.0	2	0.0	3.4	0.0		
		2020	14	0.0	1	0.0	1.7	0.0	2	0.0	3.4	0.0		
08	Skilled Sales & Service Personnel	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
		2020	0	0.0	1	0.0	2.5	0.0	2	0.0	3.5	0.0		
09	Skilled Crafts & Trades Workers	2017	16	0.0	3	0.0	3.8	0.0	3	0.0	3.8	0.0		
		2020	16	0.0	0	0.0	#REF!	0.0	3	0.0	#REF!	0.0		

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**



**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

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	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations				Turnover Rate	
		Persons with Disabilities										Persons with Disabilities				Persons with Disabilities				Persons with Disabilities					
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference					
#	#	%	%	#	%	#	#	#	%	#	#	%	#	#	%	#	%	#	%						
10 Clerical Personnel	2016	185	4	2.2	7.0	13	-9	30.9																	
	2017	183	5	2.7	7.0	13	-8	39.0	43	0	0.0	3	-3	10	0	0.0	0	0	35	0	0.0	1	-1	19.0	
11 Intermediate Sales & Service Personnel	2016	170	3	1.8	5.6	10	-7	31.5																	
	2017	155	1	0.6	5.6	9	-8	11.5	47	0	0.0	3	-3	1	0	0.0	0	0	79	2	2.5	1	1	48.6	
12 Semi-Skilled Manual Workers	2016	361	7	1.9	4.8	17	-10	40.4																	
	2017	334	8	2.4	4.8	16	-8	49.9	87	3	3.4	4	-1	5	0	0.0	0	0	116	2	1.7	2	0	33.4	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	#	%	#			
10 Clerical Personnel	2017	53	0	0.0	9	0.0	7.0	0.0	9	0.0	7.0	0.0		
	2020	53	0	0.0	4	0.0	4.9	0.0	8	0.0	7.0	0.0		
11 Intermediate Sales & Service Personnel	2017	48	0	0.0	7	0.0	5.6	0.0	7	0.0	5.6	0.0		
	2020	48	0	0.0	4	0.0	3.1	0.0	8	0.0	5.6	0.0		
12 Semi-Skilled Manual Workers	2017	92	3	3.3	10	30.0	4.8	67.9	10	30.0	4.8	67.9		
	2020	92	3	3.3	4	75.0	3.6	90.6	8	37.5	4.8	67.9		

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

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	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities				All Employees			Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			Turnover Rate					
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	#							
13 Other Sales & Service Personnel	2016	0	0	0.0	0	0	0	0.0																		
	2017	0	0	0.0	0	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0.0
14 Other Manual Workers	2016	0	0	0.0	0	0	0	0.0																		
	2017	2	0	0.0	5.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
Total	2016	1,260	22	1.7	0.0	0	22	0.0																		
	2017	1,224	22	1.8	5.2	64	-42	34.6	290	4	1.4	15	-11	69	1	1.4	1	0	311	5	1.6	5	0	25.0		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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				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	
13 Other Sales & Service Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	359	5	1.4	46	10.9	6.0	23.0	46	10.9	6.0	23.0		
	2020	359	5	1.4	22	22.7	3.6	38.3	46	10.9	6.0	23.2		

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

PARKLAND FUEL CORPORATION

[Date: YYYY-MM-DD]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U + (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	

Occupational Equity (EEOC)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate		
01 Senior Managers	2016	43	0	0.0	10.1	4	-4	0.0		1	0	0.0	0	5	0	0.0	0	0	2	0	0.0	0	0	6.6	
	2017	18	0	0.0	10.1	2	-2	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	6.6	
02 Middle & Other Managers	2016	195	10	5.1	15.0	29	-19	34.2		37	5	13.5	6	20	1	5.0	1	0	23	1	4.3	1	0	11.4	
	2017	207	16	7.7	15.0	31	-15	51.5		37	5	13.5	6	20	1	5.0	1	0	23	1	4.3	1	0	11.4	
03 Professionals	2016	106	20	18.9	25.0	27	-7	75.5		34	14	41.2	5	15	2	13.3	3	-1	23	3	13.0	4	-1	20.4	
	2017	119	29	24.4	14.0	17	12	174.1		34	14	41.2	5	15	2	13.3	3	-1	23	3	13.0	4	-1	20.4	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		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	Goal	Percent of Goal Met	
01 Senior Managers	2017	6	0.0	4	0.0	10.1	0.0	4	0.0	10.1	0.0	4	0.0	
	2020	6	0.0	1	0.0	5.0	0.0	2	0.0	10.1	0.0	2	0.0	
02 Middle & Other Managers	2017	57	6	10.5	19	31.6	15.0	70.2	19	31.6	15.0	70.2	70.2	
	2020	57	6	10.5	7	85.7	11.0	95.7	15	40.0	15.0	70.2	70.2	
03 Professionals	2017	49	16	32.7	7	228.6	25.0	130.6	7	228.6	25.0	130.6	130.6	
	2020	49	16	32.7	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**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Visible Minorities					Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
		#	#	%	Availability	%	#	#	%	#	%	Actual	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	%
04	Semi-Professionals & Technicians	2016	31	1	3.2	20.1	6	-5	16.0																		
	2017	31	1	3.2	7.7	2	-1	41.9	11	1	9.1	1	0		1	0	0.0	0	0	6	1	16.7	0	1	19.4		
05	Supervisors	2016	37	1	2.7	11.2	4	-3	24.1																		
	2017	34	2	5.9	11.8	4	-2	49.9	4	0	0.0	0	0	3	0	0.0	0	0	4	0	0.0	0	0	0	11.3		
06	Supervisors: Crafts & Trades	2016	13	1	7.7	11.9	2	-1	64.6																		
	2017	21	1	4.8	1.8	0	1	264.6	2	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	0	11.8		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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				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	
04	Semi-Professionals & Technicians	2017	12	1	8.3	5	20.0	30.1	27.7	5	20.0	30.1	27.7	
	2020	12	1	8.3	1	100.0	7.7	108.2	1	100.0	7.7	108.2		
05	Supervisors	2017	7	0	0.0	3	0.0	11.2	0.0	3	0.0	11.2	0.0	
	2020	7	0	0.0	1	0.0	8.9	0.0	2	0.0	11.8	0.0		
06	Supervisors: Crafts & Trades	2017	4	0	0.0	1	0.0	11.9	0.0	1	0.0	11.9	0.0	
	2020	4	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**

**PARKLAND FUEL CORPORATION**

**[Date: YYYY-MM-DD]**



**Federal Contractors Program Achievement Table**  
**Part 7: Results - Members of Visible Minorities**  
**PARKLAND FUEL CORPORATION**  
 [Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate		
07	Administrative & Senior Clerical	2016	50	10.0	7.7	4	1	129.9	8	3	37.5	1	2	6	2	33.3	1	1	8	2	25.0	1	1	16.7	
08	Skilled Sales & Service Personnel	2016	2	0.0	15.3	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
09	Skilled Crafts & Trades Workers	2016	67	0.0	10.0	7	-7	0.0	15	0	0.0	0	0	1	0	0.0	0	0	12	0	0.0	0	0	17.1	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Hires and Promotions		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	14	5	35.7	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	2017	16	0	0.0	7	0.0	10.0	0.0	7	0.0	10.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

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	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations				Turnover Rate	
		All Employees	Visible Minorities					Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	#	%	Availability	%	#	#	%	#	%	Actual	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference		
10 Clerical Personnel	2016	185	12	6.5	9.9	18	-6	65.5																	
	2017	183	13	7.1	8.4	15	-2	84.6	43	4	9.3	4	0	10	1	10.0	1	0	35	2	5.7	2	0	19.0	
11 Intermediate Sales & Service Personnel	2016	170	7	4.1	8.1	14	-7	50.8																	
	2017	155	5	3.2	7.1	11	-6	45.4	47	0	0.0	3	-3	1	0	0.0	0	0	79	1	1.3	3	-2	48.6	
12 Semi-Skilled Manual Workers	2016	361	10	2.8	6.3	23	-13	44.0																	
	2017	334	9	2.7	5.5	18	-9	49.0	87	2	2.3	5	-3	5	0	0.0	0	0	116	4	3.4	3	1	33.4	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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 (EEOG)	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	
10 Clerical Personnel	2017	53	5	9.4	6	83.3	9.9	95.3	6	83.3	9.9	95.3		
	2020	53	5	9.4	1	500.0	7.8	120.9	2	250.0	8.4	112.3		
11 Intermediate Sales & Service Personnel	2017	48	0	0.0	7	0.0	8.1	0.0	7	0.0	8.1	0.0		
	2020	48	0	0.0	3	0.0	5.2	0.0	6	0.0	7.1	0.0		
12 Semi-Skilled Manual Workers	2017	92	2	2.2	13	15.4	6.3	34.5	13	15.4	6.3	34.5		
	2020	92	2	2.2	4	50.0	4.0	54.3	9	22.2	5.5	39.5		

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

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	$D \times G \div 100$	$E - H$	$E \div H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations				Turnover Rate		
		All Employees	Visible Minorities						EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
		#	Representation	Availability	Gap	%		#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual		Expected	Difference
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0	0.0	1	0	0.0	0	0	0	0	0	0	0	0	1	0	0.0	0	0	0.0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0	0.0																	
	2017	2	0	0.0	2.1	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0.0
Total	2016	1,260	67	5.3	10.9	137	-70	48.8																		
	2017	1,224	81	6.6	10.1	124	-43	65.5	290	29	10.0	29	0	69	6	8.7	4	2	311	14	4.5	17	-3	25.0		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------------	----------------------------------	-----------------------	------------------	-----------------------	------------------	-----------------------	------------------	-----------------------	------------------	-----------------------

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	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		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	359	35	9.7	72	48.6	13.8	70.9	72	48.6	13.8	70.9		
	2020	359	35	9.7	19	184.2	6.4	153.4	38	92.1	8.4	116.6		

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**PARKLAND FUEL CORPORATION**

[Date: YYYY-MM-DD]

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Parkland Fuel Corporation

**Primary Location:** Alberta (40% of employees are work in Alberta)

Other locations include:

- Ontario (27%)
- Nova Scotia (12%)
- British Columbia (12%)
- Québec (2%)
- Prince Edward Island (2%)
- Saskatchewan (2%)
- Manitoba (1%)
- New Brunswick (less than 1%)
- Yukon (less than 1%)

**Number of Employees:** 1,224

**Organization Overview:**

NAICS sector 44 – Retail Trade

Parkland is an independent marketer of fuel and petroleum products. They deliver gasoline, diesel, propane lubricants, heating oil and other petroleum products to residential and commercial customers in Canada and the United States.

Parkland markets itself as a company with the capital necessary to acquire similar businesses that may be looking at succession planning and has acquired a number of companies in recent years. In June 2017, Parkland acquired CST Brands Canada and their 2,000 employees and they are currently finalizing the acquisition of Chevron Canada's downstream fuel business which will see another 400 employees added to their workforce. The current workforce analysis is not reflective of the employees that will be joining the company. The workforce analysis for the next compliance assessment is likely to look very different given that these acquisitions will double the current workforce.

**Key Dates – First Year Assessment**

Initiated:	2016-03-01
Received:	2016-06-07
Closed:	2016-06-13
WFA:	2016-02-29

**Key Dates – Subsequent Assessment**

Initiated:	2017-09-01
Received:	2017-08-28
WFA:	2017-08-09

**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.

Originally, the organization had changed many of the defaults in conducting its WFA. The company could not provide a valid justification for many of the changes and accepted to resubmit a workforce analysis with the recommended defaults for each occupational group. A comparison review of the updated workforce analysis and revised achievement table was done with a particular focus on availability data – it was found to be consistent.

**ASSESSMENT OF REASONABLE PROGRESS**

The organization has set goals in both numbers and percentages. For consistency the value indicated in the tables below will be taken from the extent to which the percentage goal was met.

**Women**

1.	Senior Managers	Goal not met (61%)
2.	Middle & Other Managers	Goal not met (50%)
4.	Semi-Professionals & Technicians	Goal not met (57%)
5.	Supervisors	Goal not met (70%)
6.	Supervisors: Crafts & Trades	Goal not met (0%)
7.	Administrative & Senior Clerical Personnel	Goal not required
9.	Skilled Crafts & Trades Workers	Goal not met (0%)
10.	Clerical Personnel	Goal not required
12.	Semi-Skilled Manual Workers	Goal not met (26%)

**Assessment/Observations**

- Out of seven required goals, none were met at levels above 80%.
- In EEOG 01, women represented 16.7% of new entrants (1 out of 6 hires). This is below their availability of 27.4%.
- In EEOG 02, 11 women were hired out of a total of 57 new entrants (19.3%). This hiring rate is below availability of 38.9%.
- In EEOG 04, 16.7% of new entrants were women (2 out of 12 hires). This is below their availability of 29.1%.
- In EEOG 05, three of seven new entrants were women (42.9%). This nears the 50% mark for women.
- In EEOG 06, there were four new entrants and none were women. This is expected given an availability of 9.5%.



- In EEOG 07, the organization did not set a goal given that women are represented at 87.0%; well above the 50% benchmark.
- In EEOG 09, there were 16 new entrants and none were women. This is to be expected given the availability of 0.8%.
- In EEOG 10, no goals were required given that the representation of women was 60.8%. Since the previous workforce analysis, the organization has hired women at 43.4% in this category.
- In EEOG 12, women were hired at a rate of 4.3% (out of 92 new hires, four were women). This is below the availability rate of 16.7%.

### **Aboriginal Peoples**

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal met at 80%
3.	Professionals	Goal not met (0%)
7.	Administrative & Senior Clerical Personnel	Goal not met (0%)
9.	Skilled Crafts & Trades Workers	Goal not met (0%)
10.	Clerical Personnel	Goal not met (36%)
11.	Intermediate Sales & Service Personnel	Goal not met (39%)
12.	Semi-Skilled Manual Workers	Goal met at 82%

#### Assessment/Observations

- Out of eight goals, two are considered met.
- In EEOG 01, out of 6 new entrants, none were Aboriginal. This is to be expected with an availability of 2.9%.
- In EEOG 03, out of 49 new entrants, none were Aboriginal. This is to be expected with an availability of 1.4%.
- In EEOG 07, no Aboriginals were hired out of the 14 new entrants. This is to be expected with an availability of 4.6%.
- In EEOG 09, no Aboriginals were hired out of the 16 new entrants. This is to be expected with an availability of 4.8%.
- In EEOG 10, Aboriginals were hired at 1.9%. This is below their availability of 5.2%.
- In EEOG 11, Aboriginals were hired at 2.1%. This is below their availability of 5.4%.

### **Person with Disabilities**

1./2.	Managers	Goal not met (37%)
3.	Professionals	Goal not met (54%)
5.	Supervisors	Goal not met (0%)
6.	Supervisors: Crafts & Trades	Goal not met (0%)
7.	Administrative & Senior Clerical Personnel	Goal not met (0%)
9.	Skilled Crafts & Trades Workers	Goal not met (0%)
10.	Clerical Personnel	Goal not met (0%)
11.	Intermediate Sales & Service Personnel	Goal not met (0%)
12.	Semi-Skilled Manual Workers	Goal not met (68%)

#### Assessment/Observations

- Out of nine gaps, none were met at levels sufficient to be considered reasonable progress.

- In EEOG 01/02, one person with a disability was hired out of 63 new entrants. This represents a hiring rate of 1.6%; well below availability of 4.3%.
- In EEOG 03, persons with disabilities were hired at a rate of 2.0% (one out of 49 new entrants identified as having a disability). This rate is below availability of 3.8%.
- In EEOG 05, no persons with a disability were hired out of seven new entrants. This is to be expected given an availability of 13.9%.
- In EEOG 06, no persons with a disability were hired out of four new entrants. This is to be expected given an availability of 7.8%.
- In EEOG 07, no persons with a disability were hired out of 14 new entrants. This is to be expected given an availability of 3.4%.
- In EEOG 09, no persons with a disability were hired out of 16 new entrants. This is to be expected given an availability of 3.8%.
- In EEOG 10, no persons with a disability were hired out of 53 new entrants. With an availability of 7.0%, at least three would have been expected.
- In EEOG 11, no persons with a disability were hired out of 48 new entrants. With an availability of 5.6%, at least two would have been expected.
- In EEOG 12, persons with disabilities were hired at a rate of 3.3%. This is below their availability of 4.8% in this EEOG.

### **Members of Visible Minorities**

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal not met (70%)
3.	Professionals	Goal met at 129%
4.	Semi-Professionals & Technicians	Goal not met (41%)
5.	Supervisors	Goal not met (0%)
6.	Supervisors: Crafts & Trades	Goal not met (0%)
7.	Administrative & Senior Clerical Personnel	Goal met at 510%
9.	Skilled Crafts & Trades Workers	Goal not met (0%)
10.	Clerical Personnel	Goal met at 103%
11.	Intermediate Sales & Service Personnel	Goal not met (0%)
12.	Semi-Skilled Manual Workers	Goal not met (33.4%)

### **Assessment/Observations**

- Out of 11 goals, three were met at levels above 80%.
- In EEOG 01, no members of visible minorities were hired out of the six new entrants in this group. This is to be expected given an availability of 10.1%.
- In EEOG 02, members of visible minorities were hired at a rate of 10.5%. This is below their availability of 15.0%.
- In EEOG 04, members of visible minorities were hired at a rate of 8.3% (one out of 12 new entrants). This is well below their availability of 20.5%.
- In EEOG 05, no members of visible minorities were hired out of the seven new entrants in this group. This is to be expected given an availability of 11.1%.
- In EEOG 06, no members of visible minorities were hired out of the four new entrants in this group. This is to be expected given an availability of 10.8%.
- In EEOG 09, no members of visible minorities were hired out of the 16 new entrants in this group. At least one would have been expected given an availability of 9.7%.

- In EEOG 11, no members of visible minorities were hired out of the 48 new entrants in this group. At least three would have been expected given an availability of 8.3%.
- In EEOG 12, members of visible minorities were hired at a rate of 2.2% (two out of 92 new entrants). This remains below their availability of 6.5%.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - Out of 37 goals set, seven were considered met or not required given the representation levels achieved (in the case of women).
  - For many instances where the goals were not met, there was insufficient hiring and promotion opportunities in each respective occupational group to expect that reasonable progress would be made. This is the case for women in EEOGs 06 and 09; Aboriginal peoples in EEOGs 01, 03, 07 and 09; persons with disabilities in EEOGs 05, 06, 07 and 09; and, members of visible minorities in EEOGs 01, 05 and 06.
  - There are four instances where sufficient hires and promotions were made to expect opportunities for designated groups. This is the case for persons with disabilities in EEOG 10 and 11 and members of visible minorities in EEOGs 09 and 11.
  - In 13 instances, some progress was made in hiring and promoting designated group members. Given that only 18 months elapsed between the two workforce analysis, it is reasonable to expect that additional progress could have been made should the company had had a full three years to achieve its goals.

#### ASSESSMENT OF SHORT-TERM GOALS

The company will see significant growth in the short-term but this growth will come from the acquisition of other companies. Given this, the diversity of new entrants will be directed by the workforce diversity found in these acquired companies. The workforce changes and adjustments following the acquisitions will also present potential challenges to how quickly the company can meet its goals and achieve a representative workforce.

The company was proactive in identifying these challenges in their submission and presented a methodology on how short-term goals were developed. In sum, short-term goals were adjusted to achieve representation equivalent to 50% between current representation and the total availability of each designated group in each occupational group.

The company has a large number of gaps for all four designated group members. Given the scale of the impending changes, the strategy proposed by the company is not unreasonable. The fact is, it will be impossible to know current representation levels or identify gaps until the workforce of the acquired companies is surveyed and until those responses are compiled into the WEIMS to generate a new workforce analysis.

In addition to the strategy above, the organization has also included goals in its updated Achievement Table. Long-term goals are to hire at availability levels for every designated group where a gap was identified. Short-term goals are set at levels slightly below availability. It is understandable that the company would not want to set goals at availability given that new entrants will not be as a result of

their own selection processes but as a result of the acquisitions. Given the company's current situation, it is recommended that this be deemed acceptable. It is further recommended that the company revise its goals once a new workforce analysis is produced and ensure that these are set at least at availability levels for any gaps identified.

Finally, it is recommended that the next assessment be considered as an initial assessment given that the composition of the company will change so drastically. An assessment of reasonable progress in three years' time would not be a worthwhile exercise in light of the expected impact of the acquisition (a doubling of the current workforce). The organization may benefit, however, from supports to ensure that the workforce is appropriately coded and that a solid workforce analysis is undertaken, including using the appropriate defaults. The next workforce analysis will then present the benchmark data on which progress can be measured.

## 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 recognize that the company will see significant changes in the short-term as a result of the recent acquisitions. In light of this, we find that the proposed methodology for establishing short-term goals to be acceptable. Once you have had an opportunity to onboard the new employees, conduct a workforce survey and generate a new workforce analysis, we recommend that you revise your short-term goals according to any gaps that may be identified.

I would further recommend that the letter be modified considerably to convey that, given the expected impact of the acquisitions, it is very likely that the next compliance evaluation will focus on those same elements as included in the initial evaluation (workforce survey, workforce analysis, goal setting).

**Name of Analyst:** Annick Léger

**Date:** February 1, 2018

## Nyirasafari, Ange AN [NC]

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**From:** Yakibonge, Maurice [NC] on behalf of EE-EME  
**Sent:** February 6, 2018 6:35 PM  
**To:** 'Melody.appelman@parkland.ca'  
**Cc:** 'kelsey.heggie@parkland.ca'; 'Luc Comeau'  
**Subject:** Government of Canada Agreement Number: 090210 – Notification of Compliance with the Federal Contractors Program

Dear Ms. Appelman:

I am writing to inform you that the subsequent compliance assessment initiated on September 1, 2017, has been completed. As a result of the assessment, Parkland Fuel Corporation 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 Parkland Fuel Corporation's employment equity program.

- We recognize that the company will see significant changes in the short-term as a result of the recent acquisitions. In light of this, we find that the proposed methodology for establishing short-term goals to be acceptable. Once you have had an opportunity to onboard your new employees, to conduct a workforce survey and to generate a new workforce analysis, we recommend that you revise your short-term goals according to any gaps that may be identified at that time.

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 September 1, 2020. Future compliance assessments usually focus on the achievement of reasonable progress in meeting the goals established. However, given the significant changes expected at Parkland Fuel Corporation, it is likely that the next compliance assessment will focus on ensuring that a workforce survey and workforce analysis were conducted and that the organization has set appropriate goals for all gaps in representation found.

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.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Parkland Fuel Corporation continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

## Nyirasafari, Ange AN [NC]

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**To:** Luc Comeau  
**Subject:** FW: 08-24-2017 Compliance Submission  
**Attachments:** Achievement Table.xlsx; New Analysis.pdf

---

**From:** Luc Comeau [mailto:Luc.Comeau@parkland.ca]  
**Sent:** January-30-18 1:11 PM  
**To:** Yakibonge, Maurice [NC]  
**Subject:** RE: 08-24-2017 Compliance Submission

Hi Maurice,

Like I said the goal methodology remains the same, are short term goal is to cut our gaps in half and long term goal will be to meet the full level of availability in each EEOG.

Thank you,

Luc Comeau | Coordinator, Total Rewards  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [mailto:[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)]  
**Sent:** Tuesday, January 30, 2018 6:36 AM  
**To:** Luc Comeau  
**Subject:** RE: 08-24-2017 Compliance Submission

Good morning Luc,

Thank you for your email and thank you for taking the time to update the submission. I will give a quick look at the submission once received and I will give you a feedback.

Thank you and have a nice day,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

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**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** January-29-18 3:36 PM  
**To:** Yakibonge, Maurice [NC]  
**Subject:** RE: 08-24-2017 Compliance Submission

Thanks Maurice,

I am almost done completing the new achievement table for you. Likely are goals will stay the same as we want to continue to promote employment equity across our corporation and reduce any gaps we identify over time.

I will have the completed version for you tomorrow.

Luc Comeau | Coordinator, Total Rewards  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** Friday, January 26, 2018 2:14 PM  
**To:** Luc Comeau  
**Subject:** RE: 08-24-2017 Compliance Submission

Luc,

Yes, you need to follow the instruction in the Quick reference Guide. See below the steps:

- For the **Period Start** date, use the same date that was used to generate the workforce analysis that was submitted for the first compliance assessment. For the **Period End** date, select **2017-08-09**.
- Select **Compile Forms 2, 4, 5 and 6 by Occupational Group Only**.
- Select **Include National Forms**.
- Select **Compile Forms After Data Upload**.
- Select **Update employees**.
- Click the **Import the uploaded files** button.

Feel free to contact me should you have questions.

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099





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**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** January-26-18 4:01 PM  
**To:** Yakibonge, Maurice [NC]  
**Subject:** RE: 08-24-2017 Compliance Submission

Hey Maurice,

Do I need to compile forms 2 4 5 and 6 in a specific way?

Let me know,

Luc Comeau | Coordinator, Total Rewards  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** Wednesday, January 24, 2018 3:16 PM  
**To:** Luc Comeau  
**Subject:** RE: 08-24-2017 Compliance Submission

Luc,

Thank you for taking the time to talk to me about the submission. As explained in our conversation, it is recommended to use the default for your workforce analysis. To set the workforce analysis to default in WEIMS main menu, please go to *Workforce Analysis* section and under *Set Workforce analysis defaults* select the required group to be updated (Women, Aboriginal Peoples and Visible Minorities). You will be able to update the information according to the default.

Should you need more information, please feel free to call me.

Regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

---

**From:** Yakibonge, Maurice [NC]  
**Sent:** January-24-18 3:55 PM  
**To:** 'Luc Comeau'  
**Subject:** RE: 08-24-2017 Compliance Submission

Good Afternoon Luc,

I have verified the information online and it is recommended to use the default as per the table below.

Changing the occupational to NOC instead of EEOG means that you want to hire people with exactly the same experience as the position you are going to recruit for. In some Occupational groups, it is recommended to use NOC given that specific skills are required.

When you change the Geographic default to CMA, you are restricting the recruitment area: you have a smaller pool of candidates.

## 2.3 Representation levels

The contractor compares the appropriate availability estimates with internal workforce representation data in order to identify the representation level in each occupational group in its workforce.

**Table: Occupational and geographic defaults**

Occupational groups	Occupational default	Geographic default
1. Senior managers	EEOG	National
2. Middle and other managers	EEOG	National
3. Professionals	NOC	National
4. Semi-professionals and technicians	NOC	Provincial
5. Supervisors	EEOG	CMA
6. Supervisors: crafts and trades	NOC	Provincial
7. Administrative and senior clerical personnel	EEOG	CMA
8. Skilled sales and service personnel	NOC	Provincial

## Table: Occupational and geographic defaults

Occupational groups	Occupational default	Geographic default
9. Skilled crafts and trades workers	NOC	Provincial
10. Clerical personnel	EEOG	CMA
11. Intermediate sales and service personnel	EEOG	CMA
12. Semi-skilled manual workers	EEOG	CMA
13. Other sales and service personnel	EEOG	CMA
14. Other manual workers	EEOG	CMA

Thank you,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099



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

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]

**Sent:** August-24-17 3:52 PM

**To:** Normandin, Ward W [NC]

**Cc:** Begg, Suzanne SV [NC]; Kelsey L. Heggie

**Subject:** 08-24-2017 Compliance Submission

Hi Ward and Suzanne,

Please find attached submission which includes:

- Summary/Covering letter
- Forms 1 through 6
- Workforce Analysis
- Completed Achievement table

The cover letter does explain our methodology behind our short term goals and long term goals.

Please reach out to me if you have any questions or concerns. Thank you with all of your help on this as well!

Best regards,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>]  
**Sent:** Thursday, August 03, 2017 6:24 AM  
**To:** Luc Comeau  
**Cc:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca)  
**Subject:** RE: Employment Equity Report

Good morning Luc,

We didn't really get that far no. So, once you've completed the achievement table, put the forms, workforce analysis, and achievement table together into an e-mail and send it off to Sue and myself. Adding a covering letter to your submission to discuss some of the gaps would also help us with our analysis.

I hope this helps!

Please contact us if you have any other questions.

Best regards,  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-08-02 3:56 PM  
**To:** Normandin, Ward W [NC]  
**Subject:** RE: Employment Equity Report

Hi Ward,

I just finished plugging in the numbers for my Achievement table. Did we go over the next steps required in order to complete the assessment? If we did I forgot what I'm supposed to do next.

Let me know. Thanks for your time.

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation

6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>]  
**Sent:** Wednesday, July 26, 2017 1:57 PM  
**To:** Luc Comeau; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Cc:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

Tuesday the 1<sup>st</sup> looks great. Let's do it at 11.

Talk then!

Cheers,  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-26 3:22 PM  
**To:** EE-EME  
**Cc:** Begg, Suzanne SV [NC]; Normandin, Ward W [NC]  
**Subject:** RE: Employment Equity Report

Hi Ward,

Thanks so much for your call today! I am available Friday July 28 from 12 EST to 2 EST. I am also Available Tuesday August 1 from 11 EST to 1 EST.

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Wednesday, July 26, 2017 12:49 PM

**To:** Luc Comeau  
**Cc:** [ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca); [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca); [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

As discussed on the telephone, we would be happy to walk you through the data upload process. My colleague, Sue Begg, and I will be on the phone with you to ensure that everything goes smoothly or if problems do arise, we can help you through them. Please provide us with a few different dates and times for the conference call and we will respond quickly so we can get that arranged.

Also, the important date for Parkland Fuel Corporation to remember is September 1, 2017 – the 2<sup>nd</sup> Assessment submission due date. That should be sufficient time to get this completed (depending on your workload, but it shouldn't take too much time to complete).

If you have any questions, please do not hesitate to contact us.

Kind regards,  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-26 10:20 AM  
**To:** EE-EME  
**Subject:** RE: Employment Equity Report

Thank you for setting our accounts up!

I am wondering if you would be able to give me our precise reporting dates for the txt file upload.

If there is any chance I could speak to one of you over the phone while completing the upload that would be much appreciated.

Thank you,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96<sup>th</sup> Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)  
**Sent:** Tuesday, July 18, 2017 2:26 AM  
**To:** Luc Comeau

**Cc:** Kelsey L. Heggie; [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca); [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Good morning Luc,

In order for Kelsey to receive the email notifications from the system, we will need to create a user account for her. In order to do so, we need to receive a WEIMS Authorization form for Kelsey. Once received, a new user account will be added to Parkland Fuel Corporation's account for Kelsey. We have attached the form for your use and completion.

As always, please let us know if you have any questions.

Best regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-17 4:48 PM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie; Begg, Suzanne SV [NC]  
**Subject:** RE: Employment Equity Report

Thank you for sending these over that's extremely helpful.

I want to confirm that I have updated our employment equity officer in the contacts menu to Kelsey [REDACTED]  
[REDACTED] When we upload the txt files we just want to confirm that Kelsey will get the email notification assuming the upload is successful.

Best regards,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Monday, July 17, 2017 11:39 AM  
**To:** Luc Comeau  
**Cc:** Kelsey L. Heggie; [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca); [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

We are happy to help. We have attached a number of files for your review to aid you with the Subsequent Assessment submission process. The Quick Reference Guide (Section 2) is particularly important and will walk you through the next steps and provide instructions for each one.

In short, you will need to submit by e-mail the following:

- **Workforce Analysis** – an updated Summary Report and Detailed Report.
- **Forms 1 to 6** – workforce data at the national level.
- **Goals** – an updated Short-term Goal Setting Tool file.
- **Achievement Table** – a completed Achievement Table file.

Please let us know if you have any questions about any of these documents or requirements.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]

**Sent:** 2017-07-17 10:30 AM

**To:** EE-EME

**Cc:** Kelsey L. Heggie

**Subject:** RE: Employment Equity Report

Thank you again for getting back to us!

Now that we have all of our txt documents ready to upload. Would you be able to confirm the next steps we need to take in order to complete the assessment? I found a "Narrative Template" on the website, I just wanted to confirm as well if this is something we need to complete.

We really appreciate your time and effort in assisting us with this.

Thank you,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

**Sent:** Friday, July 14, 2017 6:38 AM

**To:** Luc Comeau



**Cc:** Kelsey L. Heggie; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

Yes, the Promo.txt document will only include employee promotions since your previous Workforce Analysis date. (Which may not necessarily be the same date as your assessment was done.)

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-13 4:25 PM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Thank you for your response,

If I read correctly can I assume the Promo.txt document we will only need to include data since the last time we had an assessment (2016) is that right (so data from 2016-2017)?

Thanks again,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Thursday, July 13, 2017 9:47 AM  
**To:** Luc Comeau; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Hi Luc,

You only need to include the information as of date of termination. We are not interested in tracking employee whereabouts.

I hope this helps.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-12 2:47 PM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Thank you for the response to my questions I will be sure to include employees who are terminated in the txt before I upload it. One follow up question below:

If we are including the employees who are terminated are we using all of their information including province and CMA code even though we cannot confirm that at the present time? The reason I ask is that some of these previous employees could have moved since their termination date.

Thanks again for your time,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96<sup>th</sup> Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Wednesday, July 12, 2017 12:42 PM  
**To:** Luc Comeau  
**Cc:** Kelsey L. Heggie; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

Thank you for your e-mail and for working on your Employment Equity Report. I will answer your questions below:

1. When we are creating an 'employee.txt' to upload into WEIMS, do we need to include all of our terminated employees as well? If we do need to include them could you please confirm what their status code would be?

Yes, you need to include the employees who have been terminated. Their status would be set to the one it was at the time of termination. For example, a full-time, permanent employee would be status 01 so therefore at termination their status would remain 01.

2. The NAICS code for all of our employees is 447110 which is a 6 digit number, however, on your template it says this code must be exactly 4 digits. If this is the case could you please confirm how you would like us to format this?

In this case, please use the first four digits of the six digit NAICS. In the example above, use 4471.

Please let us know if you have any further questions or require any assistance.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]

**Sent:** 2017-07-12 1:06 PM

**To:** EE-EME

**Cc:** Kelsey L. Heggie

**Subject:** Employment Equity Report

Good morning,

I have a few general technical questions as our company (Parkland Fuel Corp.) is completing an Employment Equity Report.

When we are creating an 'employee.txt' to upload into WEIMS, do we need to include all of our terminated employees as well? If we do need to included them could you please confirm what their status code would be?

The NAICS code for all of our employees is 447110 which is a 6 digit number, however, on your template it says this code must be exactly 4 digits. If this is the case could you please confirm how you would like us to format this?

We appreciate your help on this matter.

Thank you,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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## Nyirasafari, Ange AN [NC]

---

**From:** Normandin, Ward W [NC] on behalf of EE-EME  
**Sent:** July 26, 2017 2:49 PM  
**To:** 'Luc Comeau'  
**Cc:** EE-EME; Begg, Suzanne SV [NC]; Normandin, Ward W [NC]  
**Subject:** RE: Employment Equity Report

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**Categories:** Ward Responding

Hi Luc,

As discussed on the telephone, we would be happy to walk you through the data upload process. My colleague, Sue Begg, and I will be on the phone with you to ensure that everything goes smoothly or if problems do arise, we can help you through them. Please provide us with a few different dates and times for the conference call and we will respond quickly so we can get that arranged.

Also, the important date for Parkland Fuel Corporation to remember is September 1, 2017 – the 2<sup>nd</sup> Assessment submission due date. That should be sufficient time to get this completed (depending on your workload, but it shouldn't take too much time to complete).

If you have any questions, please do not hesitate to contact us.

Kind regards,  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-26 10:20 AM  
**To:** EE-EME  
**Subject:** RE: Employment Equity Report

Thank you for setting our accounts up!

I am wondering if you would be able to give me our precise reporting dates for the txt file upload.

If there is any chance I could speak to one of you over the phone while completing the upload that would be much appreciated.

Thank you,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96<sup>th</sup> Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Tuesday, July 18, 2017 2:26 AM  
**To:** Luc Comeau  
**Cc:** Kelsey L. Heggie; [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca); [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Good morning Luc,

In order for Kelsey to receive the email notifications from the system, we will need to create a user account for her. In order to do so, we need to receive a WEIMS Authorization form for Kelsey. Once received, a new user account will be added to Parkland Fuel Corporation's account for Kelsey. We have attached the form for your use and completion.

As always, please let us know if you have any questions.

Best regards,

Équipe de l'équité en emploi / Workplace Equity Team



Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-17 4:48 PM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie; Begg, Suzanne SV [NC]  
**Subject:** RE: Employment Equity Report

Thank you for sending these over that's extremely helpful.

I want to confirm that I have updated our employment equity officer in the contacts menu to Kelsey as   When we upload the txt files we just want to confirm that Kelsey will get the email notification assuming the upload is successful.

Best regards,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Monday, July 17, 2017 11:39 AM  
**To:** Luc Comeau  
**Cc:** Kelsey L. Heggie; [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca); [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

We are happy to help. We have attached a number of files for your review to aid you with the Subsequent Assessment submission process. The Quick Reference Guide (Section 2) is particularly important and will walk you through the next steps and provide instructions for each one.

In short, you will need to submit by e-mail the following:

- **Workforce Analysis** – an updated Summary Report and Detailed Report.
- **Forms 1 to 6** – workforce data at the national level.
- **Goals** – an updated Short-term Goal Setting Tool file.
- **Achievement Table** – a completed Achievement Table file.

Please let us know if you have any questions about any of these documents or requirements.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

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[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-17 10:30 AM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Thank you again for getting back to us!

Now that we have all of our txt documents ready to upload. Would you be able to confirm the next steps we need to take in order to complete the assessment? I found a "Narrative Template" on the website, I just wanted to confirm as well if this is something we need to complete.

We really appreciate your time and effort in assisting us with this.

Thank you,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598

[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Friday, July 14, 2017 6:38 AM  
**To:** Luc Comeau  
**Cc:** Kelsey L. Heggie; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

Yes, the Promo.txt document will only include employee promotions since your previous Workforce Analysis date. (Which may not necessarily be the same date as your assessment was done.)

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

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Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]  
**Sent:** 2017-07-13 4:25 PM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Thank you for your response,

If I read correctly can I assume the Promo.txt document we will only need to include data since the last time we had an assessment (2016) is that right (so data from 2016-2017)?

Thanks again,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [mailto:[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca)] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Thursday, July 13, 2017 9:47 AM  
**To:** Luc Comeau; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Hi Luc,

You only need to include the information as of date of termination. We are not interested in tracking employee whereabouts.

I hope this helps.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

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Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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**From:** Luc Comeau [mailto:[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)]  
**Sent:** 2017-07-12 2:47 PM  
**To:** EE-EME  
**Cc:** Kelsey L. Heggie  
**Subject:** RE: Employment Equity Report

Thank you for the response to my questions I will be sure to include employees who are terminated in the txt before I upload it. One follow up question below:

If we are including the employees who are terminated are we using all of their information including province and CMA code even though we cannot confirm that at the present time? The reason I ask is that some of these previous employees could have moved since their termination date.

Thanks again for your time,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598  
[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [mailto:[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca)] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Wednesday, July 12, 2017 12:42 PM  
**To:** Luc Comeau



**Cc:** Kelsey L. Heggie; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Employment Equity Report

Hi Luc,

Thank you for your e-mail and for working on your Employment Equity Report. I will answer your questions below:

1. When we are creating an 'employee.txt' to upload into WEIMS, do we need to include all of our terminated employees as well? If we do need to included them could you please confirm what their status code would be?

Yes, you need to include the employees who have been terminated. Their status would be set to the one it was at the time of termination. For example, a full-time, permanent employee would be status 01 so therefore at termination their status would remain 01.

2. The NAICS code for all of our employees is 447110 which is a 6 digit number, however, on your template it says this code must be exactly 4 digits. If this is the case could you please confirm how you would like us to format this?

In this case, please use the first four digits of the six digit NAICS. In the example above, use 4471.

Please let us know if you have any further questions or require any assistance.

Kind regards,

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Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

---

**From:** Luc Comeau [<mailto:Luc.Comeau@parkland.ca>]

**Sent:** 2017-07-12 1:06 PM

**To:** EE-EME

**Cc:** Kelsey L. Heggie

**Subject:** Employment Equity Report

Good morning,

I have a few general technical questions as our company (Parkland Fuel Corp.) is completing an Employment Equity Report.

When we are creating an 'employee.txt' to upload into WEIMS, do we need to include all of our terminated employees as well? If we do need to included them could you please confirm what their status code would be?


The NAICS code for all of our employees is 447110 which is a 6 digit number, however, on your template it says this code must be exactly 4 digits. If this is the case could you please confirm how you would like us to format this?

We appreciate your help on this matter.

Thank you,

Luc Comeau | People & Culture Coordinator  
Parkland Fuel Corporation  
6302, 333-96th Ave NE, Calgary, AB T3K 0S3  
O – 587 230 3883 | F – 403 567 2598

[Luc.Comeau@parkland.ca](mailto:Luc.Comeau@parkland.ca)

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