

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization SCALAR DECISIONS Inc	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	[REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541510	(Full-Time/Part-Time/Temporary) 100 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 280 KING STREET EAST 4th FLOOR	City TORONTO	Province ON	Postal Code M5A 1K7
	Telephone Number 416.202.0020	Fax Number 416.364.2434	

EMPLOYMENT EQUITY CONTACT	
Name (print) CINDY USPRECH	Title DIRECTOR, HUMAN RESOURCES
Telephone Number 416.202.2019	E-mail Address Cindy.usprech@scalar.ca

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) ROBERT CROCKER	Title CHIEF FINANCIAL OFFICER
Telephone Number 1647.776.0884	E-mail Address ROB.CROCKER@SCALAR.CA
Signature [REDACTED]	Date OCTOBER 16, 2014

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



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

Reporting Period 2016-03-01 to 2018-04-19

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	208	2	0	210	Calgary	58	0	0	58
Québec	11	0	0	11	Edmonton	12	0	0	12
Manitoba	5	0	0	5	Montréal	11	0	0	11
British Columbia	44	1	0	45	Toronto	193	2	0	195
Alberta	70	0	0	70	Vancouver	43	1	0	44
Total Employees in Canada				341	Winnipeg	5	0	0	5
					Ottawa - Gatineau	7	0	0	7
					Windsor	1	0	0	1
					Victoria	1	0	0	1
					Ont. less CMAs	7	0	0	7
					Total Employees in Canada				341



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2016-03-01 to 2018-04-19

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5								1	1	
	Total	5	5								1	1	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	24	20	4	1	1					5	5	
	Total	24	20	4	1	1					5	5	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	77	62	15	1	1					33	24	9
	Total	77	62	15	1	1					33	24	9
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	34	32	2				4	4		19	18	1
	Total	34	32	2				4	4		19	18	1



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / Ontario
 Reporting Period 2016-03-01 to 2018-04-19

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1		1		1							1					1
	Total		1		1							1					1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1		14	4	10							6	3			3	3
	Total		14	4	10							6	3			3	3
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1		34	23	11							6	4			2	2
	Total		34	23	11							6	4			2	2
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1		3	1	2							1	1			1	1
	Total		3	1	2							1	1			1	1





Scalar Decisions Inc. (certificate # 10000264)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2016-03-01 to 2018-04-19

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	4	12				1		1	2	1	1
	Total	16	4	12				1		1	2	1	1
Total Number of Employees		208	151	57	2	2		5	4	1	74	57	17



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Part-Time / Ontario
 Reporting Period 2016-03-01 to 2018-04-19

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Québec
Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / Québec
 Reporting Period 2016-03-01 to 2018-04-19

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Manitoba

Reporting Period 2016-03-01 to 2018-04-19

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

Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / British Columbia
 Reporting Period 2016-03-01 to 2018-04-19

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2016-03-01 to 2018-04-19

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	12								1	1	
	Total	12	12								1	1	
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		44	42	2	1	1		3	3		7	7	



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Part-Time / British Columbia
 Reporting Period 2016-03-01 to 2018-04-19

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta
Reporting Period 2016-03-01 to 2018-04-19

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	5	2							1		1
	Total	7	5	2							1		1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	29	25	4				1	1		7	6	1
	Total	29	25	4				1	1		7	6	1
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	15	14	1	1	1					3	3	
	Total	15	14	1	1	1					3	3	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1							1	1	
	Total	2	1	1							1	1	



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / Alberta
 Reporting Period 2016-03-01 to 2018-04-19

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	12	10	2												
	Total	12	10	2												
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	5		5												
	Total	5		5												
Total Number of Employees		70	55	15	1	1	1	1	1	1	12	10				2



Scalar Decisions Inc. (certificate # 10000264)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Ontario
Reporting Period 2016-03-01 to 2018-04-19

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	208	151	57	2	2		5	4	1	74	57	17
Total Number of Employees	208	151	57	2	2		5	4	1	74	57	17



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / Ontario
 Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Québec
Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Manitoba
 Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2016-03-01 to 2018-04-19

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	44	42	2	1	1		3	3		7	7	
Total Number of Employees	44	42	2	1	1		3	3		7	7	



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / British Columbia
 Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Alberta
 Reporting Period 2016-03-01 to 2018-04-19

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	70	55	15	1	1		1	1		12	10	2
Total Number of Employees	70	55	15	1	1		1	1		12	10	2

Scalar Decisions Inc. (certificate # 10000264)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-03-01 to 2018-04-19

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	3										
Middle and Other Managers	15	14	1							3	3	
Professionals	46	31	15							22	13	9
Semi-Professionals and Technicians	29	27	2				1	1		19	18	1
Supervisors	1		1							1		1
Administrative and Senior Clerical Personnel	12	4	8				2	1	1	6	2	4
Skilled Sales and Service Personnel	11	9	2							4	4	
Clerical Personnel	1	1								1	1	
Intermediate Sales and Service Personnel	11	3	8							2	1	1
Total Number of Employees Hired	129	92	37				3	2	1	58	42	16

Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / Ontario
Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2016-03-01 to 2018-04-19

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										
Skilled Sales and Service Personnel	2	2										
Intermediate Sales and Service Personnel	2		2									
Total Number of Employees Hired	6	4	2									



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Full-Time / Manitoba
 Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

Reporting Period 2016-03-01 to 2018-04-19

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	
Professionals	16	14	2	1	1					3	2	1
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	2	2								1	1	
Skilled Sales and Service Personnel	6	5	1									
Total Number of Employees Hired	27	24	3	1	1					5	4	1



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Full-Time / Alberta
 Reporting Period 2016-03-01 to 2018-04-19

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	18	17	1							8	7	1
Semi-Professionals and Technicians	3	3								1	1	
Administrative and Senior Clerical Personnel	4	2	2							2	2	
Skilled Sales and Service Personnel	7	7								1	1	
Intermediate Sales and Service Personnel	4		4									
Total Number of Employees Hired	37	30	7							12	11	1



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2016-03-01 to 2018-04-19

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	3								1	1	
Middle and Other Managers	12	9	3							2	2	
Professionals	13	9	4							5	3	2
Semi-Professionals and Technicians	6	6					1	1		1	1	
Administrative and Senior Clerical Personnel	1		1							1		1
Skilled Sales and Service Personnel	1		1									
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Promoted	37	27	10				1	1		10	7	3
Total Number of Promotions	40	29	11				1	1		10	7	3



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Full-Time / Québec

Reporting Period 2016-03-01 to 2018-04-19

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
Skilled Sales and Service Personnel	1		1									
Total Number of Employees Promoted	1		1									
Total Number of Promotions	1		1									



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Manitoba
Reporting Period 2016-03-01 to 2018-04-19

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

Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Full-Time / British Columbia
 Reporting Period 2016-03-01 to 2018-04-19

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								1	1	
Professionals	2	2								1	1	
Total Number of Employees Promoted	5	5								2	2	
Total Number of Promotions	6	6								2	2	



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Alberta
Reporting Period 2016-03-01 to 2018-04-19

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	1	2							1		1
Semi-Professionals and Technicians	1	1		1	1							
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Promoted	6	2	4	1	1					1		1
Total Number of Promotions	6	2	4	1	1					1		1

Scalar Decisions Inc. (certificate # 10000264)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2016-03-01 to 2018-04-19

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	2	2								1	1	
Middle and Other Managers	14	13	1				2	2				
Professionals	49	38	11							19	14	5
Semi-Professionals and Technicians	16	16					1	1		3	3	
Administrative and Senior Clerical Personnel	7	5	2				2	1	1	3	2	1
Skilled Sales and Service Personnel	15	12	3				1	1		2	2	
Intermediate Sales and Service Personnel	3	1	2									
Total Number of Employees Terminated	106	87	19				6	5	1	28	22	6



Scalar Decisions Inc. (certificate # 10000264)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

Reporting Period 2016-03-01 to 2018-04-19

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



Scalar Decisions Inc. (certificate # 10000264)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Full-Time / British Columbia
 Reporting Period 2016-03-01 to 2018-04-19

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	3										
Professionals	15	11	4	1	1					3	2	1
Skilled Sales and Service Personnel	4	2	2									
Total Number of Employees Terminated	22	16	6	1	1					3	2	1

Scalar Decisions Inc. (certificate # 10000264)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2016-03-01 to 2018-04-19

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	6	4	2							1	1	
Professionals	17	13	4				2	1	1	5	4	1
Semi-Professionals and Technicians	9	8	1	1	1		1	1		1	1	
Administrative and Senior Clerical Personnel	5	3	2							1	1	
Skilled Sales and Service Personnel	13	11	2							1	1	
Intermediate Sales and Service Personnel	3		3									
Total Number of Employees Terminated	53	39	14	1	1		3	2	1	9	8	1



Workplace Equity Information Management System - Scalar Decisions Inc.

Workforce Analysis - Detailed Report

Date: 2018-04-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	5	0	0.0 %	27.4 %	1	-1	National
02 : Middle and Other Managers	National	36	6	16.7 %	38.9 %	14	-8	National
03 : Professionals		133	19	14.3 %	24.5 %	33	-14	
1111 : Financial auditors and accountants	National	18	13	72.2 %	55.1 %	10	3	National
1112 : Financial and investment analysts	National	2	0	0.0 %	50.1 %	1	-1	National
1121 : Human resources professionals	National	2	2	100.0 %	71.1 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2	100.0 %	66.4 %	1	1	National
2121 : Biologists and related scientists	National	1	0	0.0 %	50.9 %	1	-1	National
2147 : Computer engineers (except software engineers and designers)	National	83	0	0.0 %	12.6 %	10	-10	National
2171 : Information systems analysts and consultants	National	17	1	5.9 %	28.3 %	5	-4	National
2173 : Software engineers and designers	National	2	0	0.0 %	17.4 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	17.9 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	32.9 %	0	0	National
5121 : Authors and writers	National	4	1	25.0 %	54.9 %	2	-1	National
04 : Semi-Professionals and Technicians		53	3	5.7 %	22.6 %	12	-9	
2251 : Architectural technologists and technicians	Manitoba	1	0	0.0 %	36.7 %	0	0	Manitoba
2281 : Computer network technicians	Alberta	12	1	8.3 %	20.3 %	2	-1	Alberta
2281 : Computer network technicians	British Columbia	2	0	0.0 %	19.8 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	15	2	13.3 %	20.8 %	3	-1	Ontario
2282 : User support technicians	Alberta	3	0	0.0 %	26.7 %	1	-1	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	25.1 %	0	0	British Columbia
2282 : User support technicians	Ontario	19	0	0.0 %	24.2 %	5	-5	Ontario
05 : Supervisors		1	1	100.0 %	53.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	53.0 %	1	0	Toronto

Workforce Analysis - Detailed Report

Date: 2018-04-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
07 : Administrative and Senior Clerical Personnel		22	13	59.1 %	79.9 %	18	-5		
Employment Equity Occupational Group	Calgary	2	1	50.0 %	80.5 %	2	-1	Calgary	
Employment Equity Occupational Group	Toronto	15	11	73.3 %	80.1 %	12	-1	Toronto	
Employment Equity Occupational Group	Vancouver	5	1	20.0 %	79.0 %	4	-3	Vancouver	
08 : Skilled Sales and Service Personnel		65	15	23.1 %	26.7 %	17	-2		
6221 : Technical sales specialists - wholesales trade	Alberta	12	2	16.7 %	20.5 %	2	0	Alberta	
6221 : Technical sales specialists - wholesales trade	British Columbia	13	1	7.7 %	26.3 %	3	-2	British Columbia	
6221 : Technical sales specialists - wholesales trade	Manitoba	2	0	0.0 %	27.8 %	1	-1	Manitoba	
6221 : Technical sales specialists - wholesales trade	Ontario	34	11	32.4 %	28.7 %	10	1	Ontario	
6221 : Technical sales specialists - wholesales trade	Québec	4	1	25.0 %	29.1 %	1	0	Québec	
10 : Clerical Personnel		3	2	66.7 %	65.2 %	2	0		
Employment Equity Occupational Group	Toronto	3	2	66.7 %	65.2 %	2	0	Toronto	
11 : Intermediate Sales and Service Personnel		23	19	82.6 %	64.2 %	15	4		
Employment Equity Occupational Group	Calgary	5	5	100.0 %	66.1 %	3	2	Calgary	
Employment Equity Occupational Group	Montréal	1	1	100.0 %	61.8 %	1	0	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	61.8 %	1	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	15	11	73.3 %	63.9 %	10	1	Toronto	
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	64.2 %	1	0	Vancouver	
Total		341	78	22.9 %	32.9 %	113	-35		

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 - Scalar Decisions Inc.

Workforce Analysis - Detailed Report

Date: 2018-04-23

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	5	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	36	1	2.8 %	2.2 %	1	0	National
03 : Professionals		133	2	1.5 %	1.0 %	1	1	
1111 : Financial auditors and accountants	National	18	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	2	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	2.1 %	0	0	National
2121 : Biologists and related scientists	National	1	0	0.0 %	1.7 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	83	2	2.4 %	0.9 %	1	1	National
2171 : Information systems analysts and consultants	National	17	0	0.0 %	1.1 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.0 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	1.5 %	0	0	National
5121 : Authors and writers	National	4	0	0.0 %	1.9 %	0	0	National
04 : Semi-Professionals and Technicians		53	1	1.9 %	1.9 %	1	0	
2251 : Architectural technologists and technicians	Manitoba	1	0	0.0 %	0.0 %	0	0	Manitoba
2281 : Computer network technicians	Alberta	12	0	0.0 %	2.7 %	0	0	Alberta
2281 : Computer network technicians	British Columbia	2	0	0.0 %	2.0 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	15	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	Alberta	3	1	33.3 %	3.8 %	0	1	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	19	0	0.0 %	1.6 %	0	0	Ontario
05 : Supervisors		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto

Workforce Analysis - Detailed Report

Date: 2018-04-23

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
07 : Administrative and Senior Clerical Personnel		22	0	0.0 %	1.3 %	0	0	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.6 %	0	Calgary	
Employment Equity Occupational Group	Toronto	15	0	0.0 %	0.8 %	0	Toronto	
Employment Equity Occupational Group	Vancouver	5	0	0.0 %	2.1 %	0	Vancouver	
08 : Skilled Sales and Service Personnel		65	0	0.0 %	1.6 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	12	0	0.0 %	2.0 %	0	Alberta	
6221 : Technical sales specialists - wholesale trade	British Columbia	13	0	0.0 %	2.5 %	0	British Columbia	
6221 : Technical sales specialists - wholesale trade	Manitoba	2	0	0.0 %	6.3 %	0	Manitoba	
6221 : Technical sales specialists - wholesale trade	Ontario	34	0	0.0 %	1.0 %	0	Ontario	
6221 : Technical sales specialists - wholesale trade	Québec	4	0	0.0 %	1.0 %	0	Québec	
10 : Clerical Personnel		3	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	3	0	0.0 %	0.7 %	0	Toronto	
11 : Intermediate Sales and Service Personnel		23	0	0.0 %	1.2 %	0	0	
Employment Equity Occupational Group	Calgary	5	0	0.0 %	2.5 %	0	Calgary	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.9 %	0	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.0 %	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	15	0	0.0 %	0.6 %	0	Toronto	
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.3 %	0	Vancouver	
Total		341	4	1.2 %	1.4 %	4	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 - Scalar Decisions Inc.

Workforce Analysis - Detailed Report

Date: 2018-04-23

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	5	1	20.0 %	10.1 %	1	0	National
02 : Middle and Other Managers	National	36	7	19.4 %	15.0 %	5	2	National
03 : Professionals		133	45	33.8 %	34.1 %	45	0	
1111 : Financial auditors and accountants	National	18	11	61.1 %	27.5 %	5	6	National
1112 : Financial and investment analysts	National	2	2	100.0 %	35.4 %	1	1	National
1121 : Human resources professionals	National	2	1	50.0 %	14.1 %	0	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	16.9 %	0	0	National
2121 : Biologists and related scientists	National	1	0	0.0 %	17.2 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	83	20	24.1 %	38.2 %	32	-12	National
2171 : Information systems analysts and consultants	National	17	9	52.9 %	31.4 %	5	4	National
2173 : Software engineers and designers	National	2	1	50.0 %	40.5 %	1	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	31.5 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	22.8 %	0	0	National
5121 : Authors and writers	National	4	1	25.0 %	10.7 %	0	1	National
04 : Semi-Professionals and Technicians		53	22	41.5 %	31.7 %	17	5	
2251 : Architectural technologists and technicians	Manitoba	1	0	0.0 %	13.3 %	0	0	Manitoba
2281 : Computer network technicians	Alberta	12	1	8.3 %	25.1 %	3	-2	Alberta
2281 : Computer network technicians	British Columbia	2	0	0.0 %	28.5 %	1	-1	British Columbia
2281 : Computer network technicians	Ontario	15	9	60.0 %	34.1 %	5	4	Ontario
2282 : User support technicians	Alberta	3	2	66.7 %	28.2 %	1	1	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	32.5 %	0	0	British Columbia
2282 : User support technicians	Ontario	19	10	52.6 %	35.9 %	7	3	Ontario
05 : Supervisors		1	1	100.0 %	45.8 %	0	1	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	45.8 %	0	1	Toronto

Workforce Analysis - Detailed Report

Date: 2018-04-23

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
07 : Administrative and Senior Clerical Personnel		22	9	40.9 %	8	1	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	0	1	Calgary
Employment Equity Occupational Group	Toronto	15	7	46.7 %	6	1	Toronto
Employment Equity Occupational Group	Vancouver	5	1	20.0 %	2	-1	Vancouver
08 : Skilled Sales and Service Personnel		65	8	12.3 %	12	-4	
6221 : Technical sales specialists - wholesales trade	Alberta	12	0	0.0 %	1	-1	Alberta
6221 : Technical sales specialists - wholesales trade	British Columbia	13	2	15.4 %	3	-1	British Columbia
6221 : Technical sales specialists - wholesales trade	Manitoba	2	0	0.0 %	0	0	Manitoba
6221 : Technical sales specialists - wholesales trade	Ontario	34	6	17.6 %	7	-1	Ontario
6221 : Technical sales specialists - wholesales trade	Québec	4	0	0.0 %	0	0	Québec
10 : Clerical Personnel		3	1	33.3 %	1	0	
Employment Equity Occupational Group	Toronto	3	1	33.3 %	1	0	Toronto
11 : Intermediate Sales and Service Personnel		23	2	8.7 %	10	-8	
Employment Equity Occupational Group	Calgary	5	0	0.0 %	1	-1	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	15	2	13.3 %	7	-5	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	0	0	Vancouver
Total		341	96	28.1 %	99	-3	

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 - Scalar Decisions Inc.

Workforce Analysis - Detailed Report

Date: 2018-04-23

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	41	0	0.0 %	4.3 %	2	-2	National
03 : Professionals	National	133	3	2.3 %	3.8 %	5	-2	National
04 : Semi-Professionals and Technicians	National	53	5	9.4 %	4.6 %	2	3	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	22	0	0.0 %	3.4 %	1	-1	National
08 : Skilled Sales and Service Personnel	National	65	1	1.5 %	3.5 %	2	-1	National
10 : Clerical Personnel	National	3	0	0.0 %	7.0 %	0	0	National
11 : Intermediate Sales and Service Personnel	National	23	1	4.3 %	5.6 %	1	0	National
Total		341	10	2.9 %	4.1 %	13	-3	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-04-23

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2018-04-23

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Scalar Decisions Inc.

Workforce Analysis - Summary Report

Date: 2018-04-25

Women

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	5	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	36	6	16.7 %	38.9 %	14	-8
03 : Professionals	133	19	14.3 %	24.5 %	33	-14
04 : Semi-Professionals and Technicians	53	3	5.7 %	22.6 %	12	-9
05 : Supervisors	1	1	100.0 %	53.0 %	1	0
07 : Administrative and Senior Clerical Personnel	22	13	59.1 %	79.9 %	18	-5
08 : Skilled Sales and Service Personnel	65	15	23.1 %	26.7 %	17	-2
10 : Clerical Personnel	3	2	66.7 %	65.2 %	2	0
11 : Intermediate Sales and Service Personnel	23	19	82.6 %	64.2 %	15	4
Total	341	78	22.9 %	32.9 %	113	-35

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-04-25

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Availability %	Availability #	Gap #	
01 : Senior Managers	5	0.0%	2.9%	0	0	
02 : Middle and Other Managers	36	2.8%	2.2%	1	0	
03 : Professionals	133	1.5%	1.0%	1	1	
04 : Semi-Professionals and Technicians	53	1.9%	1.9%	1	0	
05 : Supervisors	1	0.0%	1.0%	0	0	
07 : Administrative and Senior Clerical Personnel	22	0.0%	1.3%	0	0	
08 : Skilled Sales and Service Personnel	65	0.0%	1.6%	1	-1	
10 : Clerical Personnel	3	0.0%	0.7%	0	0	
11 : Intermediate Sales and Service Personnel	23	0.0%	1.2%	0	0	
Total	341	1.2%	1.4%	4	0	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Scalar Decisions Inc.

Workforce Analysis - Summary Report

Date: 2018-04-25

Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	5	1	20.0 %	10.1 %	1	0
02 : Middle and Other Managers	36	7	19.4 %	15.0 %	5	2
03 : Professionals	133	45	33.8 %	34.1 %	45	0
04 : Semi-Professionals and Technicians	53	22	41.5 %	31.7 %	17	5
05 : Supervisors	1	1	100.0 %	45.8 %	0	1
07 : Administrative and Senior Clerical Personnel	22	9	40.9 %	34.9 %	8	1
08 : Skilled Sales and Service Personnel	65	8	12.3 %	18.6 %	12	-4
10 : Clerical Personnel	3	1	33.3 %	48.1 %	1	0
11 : Intermediate Sales and Service Personnel	23	2	8.7 %	42.4 %	10	-8
Total	341	96	28.1 %	29.2 %	99	-3

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-04-25

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities		Availability #	Gap #
		Representation #	%		
01/02 : Managers	41	0	0.0 %	2	-2
03 : Professionals	133	3	2.3 %	5	-2
04 : Semi-Professionals and Technicians	53	5	9.4 %	2	3
05 : Supervisors	1	0	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	22	0	0.0 %	1	-1
08 : Skilled Sales and Service Personnel	65	1	1.5 %	2	-1
10 : Clerical Personnel	3	0	0.0 %	0	0
11 : Intermediate Sales and Service Personnel	23	1	4.3 %	1	0
Total	341	10	2.9 %	13	-3

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-04-25

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-04-25

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	23

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	04	23

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	2	0	27.40
02	Middle & Other Managers	54	6	38.90
03	Professionals	104	20	26.50
04	Semi-Professionals & Technicians	75	2	25.90
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	5	80.00
08	Skilled Sales & Service Personnel	77	30	26.30
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	5	5	65.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		322	68	29.8

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		5	0	27.40
		36	6	38.90
		133	19	24.50
		53	3	22.60
		1	1	53.00
		0	0	0.00
		22	13	79.90
		65	15	26.70
		0	0	0.00
		3	2	65.20
		23	19	64.20
		0	0	0.00
		0	0	0.00
		0	0	0.00
Total		341	78	

*** Source:**

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	23

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	04	23

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	2	0	2.90
02	Middle & Other Managers	54	1	2.20
03	Professionals	104	2	1.10
04	Semi-Professionals & Technicians	75	2	1.80
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	0	1.80
08	Skilled Sales & Service Personnel	77	0	1.50
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	5	0	1.20
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		322	5	1.6

* Source:
0

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

All Employees		Aboriginal Peoples	
		Representation	Availability*
#	#	%	
5	0	2.9	
36	1	2.2	
133	2	1.0	
53	1	1.9	
1	0	1.0	
0	0	0.0	
22	0	1.3	
65	0	1.6	
0	0	0.0	
3	0	0.7	
23	0	1.2	
0	0	0.0	
0	0	0.0	
0	0	0.0	
341	4	0.0	

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	23

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	04	23

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	2	1	10.10
02	Middle & Other Managers	54	9	15.00
03	Professionals	104	28	33.70
04	Semi-Professionals & Technicians	75	15	27.80
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	0	28.60
08	Skilled Sales & Service Personnel	77	4	18.20
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	5	3	37.20
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		322	60	25.3

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		5	1	10.1
		36	7	15.0
		133	45	34.1
		53	22	31.7
		1	1	45.8
		0	0	0.0
		22	9	34.9
		65	8	18.6
		0	0	0.0
		3	1	48.1
		23	2	42.4
		0	0	0.0
		0	0	0.0
		0	0	0.0
		341	96	0.0

*** Source:**
0

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	23

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	04	23

Employment Equity Occupational Group (EEOG)

Table 4: Persons with Disabilities

	First/Previous Workforce Analysis	Persons with Disabilities		Availability*
		All Employees	Representation	
	#	#	%	
01/02 Managers	56	3	4.30	
03 Professionals	104	7	3.80	
04 Semi-Professionals & Technicians	75	4	4.60	
05 Supervisors	0	0	0.00	
06 Supervisors: Crafts & Trades	0	0	0.00	
07 Administrative & Senior Clerical Personnel	5	0	3.40	
08 Skilled Sales & Service Personnel	77	4	3.50	
09 Skilled Crafts & Trades Workers	0	0	0.00	
10 Clerical Personnel	5	0	7.00	
11 Intermediate Sales & Service Personnel	0	0	0.00	
12 Semi-Skilled Manual Workers	0	0	0.00	
13 Other Sales & Service Personnel	0	0	0.00	
14 Other Manual Workers	0	0	0.00	
Total	322	18	4.0	

Table 8: Persons with Disabilities

	Subsequent/Current Workforce Analysis	Persons with Disabilities		Availability*
		All Employees	Representation	
	#	#	%	
	41	0	4.3	
	133	3	3.8	
	53	5	4.6	
	1	0	13.9	
	0	0	0.0	
	22	0	3.4	
	65	1	3.5	
	0	0	0.0	
	3	0	7.0	
	23	1	5.6	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	341	10	0.0	

* Source:

--

* Source:

2011 National Household Survey

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Start Date of Flow Data		
YYYY	MM	DD
2016	04	23

End Date of Flow Data		
YYYY	MM	DD
2018	04	23

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			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	19	1	0	0
03 Professionals	82	18	0	0
04 Semi-Professionals & Technicians	33	2	0	0
05 Supervisors	1	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	18	10	0	1
08 Skilled Sales & Service Personnel	27	3	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	17	14	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	201	49	0	1

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	3	0	0	0
	16	4	0	0
	20	6	0	0
	7	0	0	0
	0	0	0	0
	0	0	0	0
	1	1	0	0
	2	2	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
Total	51	15	0	0

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	2	0	0	0
	23	3	0	0
	82	20	0	0
	25	1	0	0
	0	4	0	0
	0	0	0	0
	12	0	0	0
	33	7	0	0
	0	0	0	0
	0	0	0	0
	8	7	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
Total	185	42	0	0

Federal Contractors Program Achievement Report

008628

Part 2: Flow Data Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	23	

End Date of Flow Data			
YYYY	MM	DD	
2018	04	23	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Hired #	Aboriginal Peoples Hired #
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	19	0	0	0
03 Professionals	82	1	0	0
04 Semi-Professionals & Technicians	33	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	18	0	0	0
08 Skilled Sales & Service Personnel	27	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	17	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	201	1	0	0

Table 6: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Aboriginal Peoples Promoted #	All Employees Promoted #	Aboriginal Peoples Promoted #
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	16	0	0	0
03 Professionals	20	0	0	0
04 Semi-Professionals & Technicians	7	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	2	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	51	1	0	0

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Aboriginal Peoples Terminated #	All Employees Terminated #	Aboriginal Peoples Terminated #
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	23	0	0	0
03 Professionals	82	1	0	0
04 Semi-Professionals & Technicians	25	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	12	0	0	0
08 Skilled Sales & Service Personnel	33	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	185	2	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Start Date of Flow Data		
YYYY	MM	DD
2016	04	23

End Date of Flow Data		
YYYY	MM	DD
2018	04	23

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

01 Senior Managers	3	0	0	0
02 Middle & Other Managers	19	0	0	0
03 Professionals	82	0	0	0
04 Semi-Professionals & Technicians	33	1	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	18	2	0	0
08 Skilled Sales & Service Personnel	27	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	17	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	201	3	0	0

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

01 Senior Managers	3	0	0	0
02 Middle & Other Managers	16	0	0	0
03 Professionals	20	0	0	0
04 Semi-Professionals & Technicians	7	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	2	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	51	1	0	0

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	2	0	0	0
02 Middle & Other Managers	23	2	0	0
03 Professionals	82	2	0	0
04 Semi-Professionals & Technicians	25	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	12	2	0	0
08 Skilled Sales & Service Personnel	33	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	185	9	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Scalar Decisions Inc.

[Date: 2018-04-23]

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	23	

End Date of Flow Data			
YYYY	MM	DD	
2018	04	23	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Members of Visible Minorities Hired #	All Employees Hired #	Members of Visible Minorities Hired #
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	19	4	0	0
03 Professionals	82	33	0	1
04 Semi-Professionals & Technicians	33	20	0	0
05 Supervisors	1	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	18	9	0	1
08 Skilled Sales & Service Personnel	27	5	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	1	0	0
11 Intermediate Sales & Service Personnel	17	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	201	75	0	2

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Members of Visible Minorities Promoted #	All Employees Promoted #	Members of Visible Minorities Promoted #
01 Senior Managers	3	1	0	0
02 Middle & Other Managers	16	3	0	0
03 Professionals	20	7	0	0
04 Semi-Professionals & Technicians	7	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	2	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	51	13	0	0

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Members of Visible Minorities Terminated #	All Employees Terminated #	Members of Visible Minorities Terminated #
01 Senior Managers	2	1	0	0
02 Middle & Other Managers	23	1	0	0
03 Professionals	82	27	0	0
04 Semi-Professionals & Technicians	25	4	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	12	4	0	0
08 Skilled Sales & Service Personnel	33	3	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	185	40	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees																	First/Previous Short-term Goals					Women				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY							
	2016-04-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-23	Annually	Over 3 Years	Years	2016	2019														
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%									
01 Senior Managers	2	35.7%	0.0%	0	57.1%	0.0%	0	0	0	0.0%	0	1	0	0.0%	27.4%	-1	-1	0.0%	0.0%								
02 Middle & Other Managers	54	-12.6%	5.0%	8	51.1%	5.0%	8	16	6	5.0%	1	19	6	40.0%	38.9%	-15	-13	11.1%	17.7%								
03 Professionals	104	8.5%	15.0%	47	69.2%	6.0%	19	66	20	6.0%	4	24	13	30.0%	26.5%	-8	-11	19.2%	19.2%								
04 Semi-Professionals & Tech	75	-10.9%	13.0%	29	39.1%	7.0%	16	45	2	7.0%	0	25	14	30.0%	25.9%	-17	-11	2.7%	15.4%								
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
07 Administrative & Sr Clerical	5	63.9%	10.0%	2	88.9%	7.0%	1	3	5	7.0%	1	2	2	50.0%	80.0%	1	0	100.0%	85.7%								
08 Skilled Sales & Service	77	-5.5%	15.0%	35	46.5%	6.0%	14	49	30	6.0%	5	4	5	10.0%	26.3%	10	1	39.0%	26.8%								
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
10 Clerical Personnel	5	-15.7%	10.0%	2	0.0%	7.0%	1	3	5	7.0%	1	1	2	50.0%	65.7%	2	1	100.0%	85.7%								
11 Intermediate Sales & Service	0	0.0%		0	69.6%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
Total	322	1.9%		0	55.8%		0	0	68	0.0%	0	28	0		29.8%	-28	-28	21.1%	21.1%								

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	1	0.0	
02 Middle & Other Managers	6	40.0	5	0.0	
03 Professionals	13	20.0	3	0.0	
04 Semi-Professionals & Tech	14	30.0	5	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	2	50.0	2	0.0	
08 Skilled Sales & Service	5	10.0	5	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	2	50.0	2	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

008632

Part 3: Goals

Scalar Decisions Inc.

|Date: 2018-04-23|

I4	Other Manual Workers	0	0.0	0	0.0
Total		42		23	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		Annually	2019					
	2016-04-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-23	Annually	Over 3 Years	Annually	2016	2019							
	#	%	%	#	%	%	#	#	%	#	%	#	%							
01 Senior Managers	2	35.7%	0.0%	0	57.1%	0.0%	0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	54	-12.6%	5.0%	8	51.1%	5.0%	8	16	1	5.0%	0	0	0	0	2.2%	0	0	1.9%	1.6%	
03 Professionals	104	8.5%	15.0%	47	69.2%	6.0%	19	66	2	6.0%	0	0	0	0	1.1%	1	0	1.9%	1.3%	
04 Semi-Professionals & Tech	75	-10.9%	13.0%	29	39.1%	7.0%	16	45	2	7.0%	0	0	0	0	1.8%	1	0	2.7%	1.9%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	5	63.9%	10.0%	2	88.9%	7.0%	1	3	0	7.0%	0	0	0	0	1.8%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	77	-5.5%	15.0%	35	46.5%	6.0%	14	49	0	6.0%	0	2	0	0	1.5%	-1	-2	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	2	5.0%	0.0%	0	2	#DIV/0!	#DIV/0!	
10 Clerical Personnel	5	-15.7%	10.0%	2	0.0%	7.0%	1	3	0	7.0%	0	0	0	0	1.2%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	69.6%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	322	1.9%		0	55.8%		0	0	5	0.0%	0	0	0		1.6%	0	0	1.6%	1.6%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	1	0.0	
04 Semi-Professionals & Tech	0	0.0	2	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	1	0.0	
08 Skilled Sales & Service	2	5.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

|Date: 2018-04-23|

I4	Other Manual Workers	0	0.0	0	0.0
Total		2		4	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		All Employees																		
		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
2016-04-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-04-23	Annually	Over 3 Years	#	2016	2019	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	56	11.5%	5.0%	8	54.1%	5.0%	8	16	3	5.0%	0	0	2	10.0%	3.8%	1	3	5.4%	7.8%
03	Professionals	104	8.5%	15.0%	47	69.2%	6.0%	19	66	7	6.0%	1	0	3	5.0%	4.6%	3	2	6.7%	6.0%
04	Semi-Professionals & Tech	75	-10.9%	13.0%	29	39.1%	7.0%	16	45	4	7.0%	1	0	2	5.0%	0.0%	1	5	5.3%	4.8%
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	3.4%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	5	63.9%	10.0%	2	88.9%	7.0%	1	3	0	7.0%	0	0	0	5.0%	3.5%	0	0	0.0%	0.0%
08	Skilled Sales & Service	77	-5.5%	15.0%	35	46.5%	6.0%	14	49	4	6.0%	1	0	2	5.0%	0.0%	1	5	5.2%	4.5%
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	7.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	5	-15.7%	10.0%	2	0.0%	7.0%	1	3	0	7.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
11	Intermediate Sales & Service	0	0.0%		0	69.6%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		322	1.9%		0	55.8%		0	0	18	0.0%	0	#REF!	0		#REF!	5	#REF!	5.6%	5.6%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	2	10.0	1	0.0	
03	Professionals	3	5.0	1	0.0	
04	Semi-Professionals & Tech	2	5.0	1	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	5.0	1	0.0	
08	Skilled Sales & Service	2	5.0	1	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	1	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		9		6		

Federal Contractors Program Achievement Report
Part 3: Goals

Scalar Decisions Inc.

|Date: 2018-04-23|

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			2016	2019					
	2016-04-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-23	Annually	Over 3 Years	#	%	%	#	#	%	%			
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	2	35.7%	0.0%	0	57.1%	0.0%	0	0	1	0.0%	0	-1	0	0.0%	10.1%	1	1	50.0%	50.0%	
02 Middle & Other Managers	54	-12.6%	5.0%	8	51.1%	5.0%	8	16	9	5.0%	1	1	2	10.0%	15.0%	1	1	16.7%	16.1%	
03 Professionals	104	8.5%	15.0%	47	69.2%	6.0%	19	66	28	6.0%	5	28	10	15.0%	33.7%	-7	-18	26.9%	21.9%	
04 Semi-Professionals & Tech	75	-10.9%	13.0%	29	39.1%	7.0%	16	45	15	7.0%	3	17	9	20.0%	27.8%	-6	-8	20.0%	20.2%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	5	63.9%	10.0%	2	88.9%	7.0%	1	3	0	7.0%	0	2	2	50.0%	28.6%	-1	0	0.0%	28.6%	
08 Skilled Sales & Service	77	-5.5%	15.0%	35	46.5%	6.0%	14	49	4	6.0%	1	17	10	20.0%	18.2%	-10	-7	5.2%	11.6%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	5	-15.7%	10.0%	2	0.0%	7.0%	1	3	3	7.0%	1	1	2	50.0%	37.2%	1	1	60.0%	57.1%	
11 Intermediate Sales & Service	0	0.0%		0	69.6%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	322	1.9%		0	55.8%		0	0	60	0.0%	0	21	0		25.3%	-21	-21	18.6%	18.6%	

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	1	0.0	
02 Middle & Other Managers	2	10.0	2	0.0	
03 Professionals	10	15.0	3	0.0	
04 Semi-Professionals & Tech	9	20.0	2	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	2	50.0	1	0.0	
08 Skilled Sales & Service	10	20.0	2	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	2	50.0	2	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

|Date: 2018-04-23|

14	Other Manual Workers	0	0.0	0	0.0
Total		35		13	

Federal Contractors Program Achievement Report

008639

Part 3: Goals
 Sclar Decisions Inc.
 [Date: 2018-04-23]

Data for Subsequent/Current Goals

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

Table 9: Women

Occupational Group (EOC)	All Employees										Subsequent/Current Short-term Goals										Women					
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	2018-04-23	Actual	Annual %	Projected	Over 3 Years	Actual	Annual %	Projected	Over 3 Years	2018-04-23	Actual	Annual %	Projected	Over 3 Years	2018	To 2021	%	%	#	%	#	%	#	%	#	%
01 Senior Managers	5	35.7%	10.0%	2	57.1%	0.0%	0	2	0	0.0%	0	2	1	30.0%	27.4%	-1	0.0%	27.4%	-1	0.0%	14.3%					
02 Middle & Other Managers	36	-12.6%	10.0%	11	51.1%	7.0%	8	13	6	7.0%	1	13	8	40.0%	38.9%	-8	16.7%	38.9%	-8	16.7%	27.7%					
03 Professionals	133	8.5%	7.0%	28	69.2%	10.0%	40	26	17	10.0%	6	26	17	25.0%	24.5%	-14	14.3%	24.5%	-14	14.3%	18.6%					
04 Semi-Professionals & Tech Supervisors	53	-10.9%	5.0%	8	39.1%	7.0%	11	12	3	7.0%	1	12	5	25.0%	22.6%	-9	5.7%	22.6%	-9	5.7%	11.5%					
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	0.0%	53.0%	0.0%	0	53.0%	0.0%	100.0%						
06 Supervisors: Crafts & Trades	0	0.0%	5.0%	3	88.9%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0.0%					
07 Administrative & Sr Clerical	22	63.9%	10.0%	20	46.5%	0.0%	3	8	13	5.0%	2	9	0	27.0%	26.7%	-2	23.1%	26.7%	-2	23.1%	23.5%					
08 Skilled Sales & Service	65	-5.5%	10.0%	0	0.0%	0.0%	0	0	15	0.0%	0	0	5	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	25.0%					
09 Clerical Personnel	3	-15.7%	50.0%	5	0.0%	0.0%	0	3	2	0.0%	0	3	0	0.0%	65.2%	0	66.7%	65.2%	0	66.7%	25.0%					
10 Clerical Personnel	23	0.0%	10.0%	7	69.6%	5.0%	3	3	19	5.0%	3	3	0	0.0%	64.2%	4	82.6%	64.2%	4	82.6%	53.3%					
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0					
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0					
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0					
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0					
Total	341	1.9%		0	55.8%		0	0	78	0.0%	0	0	-78	0	0.0%	78	22.9%	0.0%	78	22.9%	14.3%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 10: Women

Employment Equity Occupational Group (EEOC)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.3	30.0	
02 Middle & Other Managers	0.4	40.0	
03 Professionals	0.3	25.0	
04 Semi-Professionals & Tech Supervisors	0.3	25.0	Due to the nature of our industry and based on our current experience, there is usually limited female pool of candidate's applying's for Tech roles which makes hiring process more challenging.
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	10.0	
08 Skilled Sales & Service	0.0	10.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

Total		0.0	0.0
-------	--	-----	-----

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

008641

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Occupational Group (EOC)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	2018						2021
		Annual %	Annual %	#	Annual %	Annual %	#			Annual %	Annual %	#		Year	Year						Year
01 Senior Managers	5	35.7%	10.0%	2	57.1%	0.0%	2	0	0.0%	0	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%		
02 Middle & Other Managers	36	-12.6%	10.0%	11	51.1%	7.0%	19	1	7.0%	0	0	0	0	0.0%	2.2%	0	0	2.8%	2.1%		
03 Professionals	133	8.5%	7.0%	28	69.2%	10.0%	68	2	10.0%	1	1	1	0	0.0%	1.0%	1	-1	1.5%	0.6%		
04 Semi-Professionals & Tech	53	-10.9%	5.0%	8	39.1%	7.0%	19	1	7.0%	0	0	0	0	0.0%	1.9%	0	0	1.9%	1.6%		
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	1.0%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	22	63.9%	5.0%	3	88.9%	5.0%	6	0	5.0%	0	0	0	0	0.0%	1.3%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	65	-5.5%	10.0%	20	46.5%	10.0%	40	0	10.0%	0	1	2	0	5.0%	1.6%	-1	1	0.0%	2.4%		
09 Clerical Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
10 Clerical Personnel	3	-15.7%	50.0%	5	0.0%	0.0%	5	0	0.0%	0	0	0	0	0.0%	0.7%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	23	0.0%	10.0%	7	69.6%	5.0%	10	0	5.0%	0	0	0	0	0.0%	1.2%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
Total	341	1.9%		0	55.8%		0	0	0.0%	0	0	0	-4	0	0.0%	4	4	1.2%	1.2%		

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOC)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	5.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

|Date: 2018-04-23|

Total

0.0

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

[Date: 2018-04-23]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-04-23	Annually	Over 3 Years	2018	2021	%	#	#	%	%		
		#	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%	
01/02	Managers	41	11.5%	10.0%	12	54.1%	7.0%	#REF!	#REF!	0	#REF!	#REF!	#REF!	#REF!	5.0%	4.3%	-2	#REF!	0.0%	#REF!
03	Professionals	133	8.5%	7.0%	28	69.2%	10.0%	28	56	3	7.0%	1	4	3	5.0%	3.8%	-2	-1	2.3%	3.1%
04	Semi-Professionals & Tech	53	-10.9%	5.0%	8	39.1%	7.0%	16	24	5	10.0%	2	0	0	0.0%	4.6%	3	0	9.4%	4.9%
05	Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	7.0%	0	0	0	0.0%	13.9%	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	22	63.9%	5.0%	3	88.9%	5.0%	0	3	0	0.0%	0	1	0	5.0%	3.4%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	65	-5.5%	10.0%	20	46.5%	10.0%	10	30	1	5.0%	0	2	2	5.0%	3.5%	-1	0	1.5%	3.5%
09	Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	10.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	3	-15.7%	50.0%	5	0.0%	0.0%	0	5	0	0.0%	0	1	0	0.0%	7.0%	0	-1	0.0%	0.0%
11	Intermediate Sales & Service	23	0.0%	10.0%	7	69.6%	5.0%	0	7	1	0.0%	0	1	0	0.0%	5.6%	0	-1	4.3%	3.3%
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		341	1.9%		0	55.8%		0	0	10	0.0%	0	-10	0	0.0%	10	10	2.9%	2.9%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%		%	
01/02	Managers	0.1	5.0	
03	Professionals	0.1	5.0	
04	Semi-Professionals & Tech	0.0	0.0	
05	Supervisors	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0.0	
07	Administrative & Sr Clerical	0.1	5.0	
08	Skilled Sales & Service	0.1	5.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	0.0	0.0	
11	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	0.0	0.0	
13	Other Sales & Service	0.0	0.0	
14	Other Manual Workers	0.0	0.0	
Total		0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals
Scalar Decisions Inc.

[Date: 2018-04-23]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Occupational Group (EOC)	All Employees										Subsequent/Current Short-term Goals													
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Present Representation		Projected Representation in 3 Years	
	2018-04-23	Actual	Annual %	Projected	Actual	Annual %	Projected	Years	2018-04-23	Annual %	Projected	Years	2018	To 2021	2018	2021	%	#	%	#	%	#	%	#
01 Senior Managers	5	35.7%	10.0%	2	57.1%	0.0%	2	1	0.0%	0	0	0	0	0.0%	0	0.0%	10.1%	0	0	20.0%	0	14.3%	5	20.0%
02 Middle & Other Managers	36	-12.6%	10.0%	11	51.1%	7.0%	19	7	7.0%	1	1	0	0	0.0%	0	0.0%	15.0%	2	-1	19.4%	2	12.8%	133	12.8%
03 Professionals	133	8.5%	7.0%	28	69.2%	10.0%	68	45	10.0%	14	24	0	0	0.0%	0	0.0%	34.1%	0	-24	33.8%	-24	19.3%	53	33.8%
04 Semi-Professionals & Tech	53	-10.9%	5.0%	8	39.1%	7.0%	19	22	7.0%	5	2	0	0	0.0%	0	0.0%	31.7%	5	-2	41.5%	-2	27.9%	1	41.5%
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	1	0.0%	0	-1	0	0	0.0%	0	0.0%	45.8%	1	1	100.0%	1	100.0%	0	100.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0.0%	0	0.0%
07 Administrative & Sr Clerical	22	63.9%	5.0%	3	88.9%	5.0%	6	9	5.0%	1	1	0	0	0.0%	0	0.0%	34.9%	1	-1	40.9%	-1	32.0%	0	40.9%
08 Skilled Sales & Service	65	-5.5%	10.0%	20	46.5%	0.0%	20	8	0.0%	0	8	4	4	20.0%	0	0.0%	18.6%	-4	-4	12.3%	-4	14.1%	0	12.3%
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0.0%	0	0.0%
10 Clerical Personnel	3	-15.7%	50.0%	5	0.0%	0.0%	5	1	0.0%	0	3	0	0	0.0%	0	0.0%	48.1%	0	-3	33.3%	-3	12.5%	0	33.3%
11 Intermediate Sales & Service	23	0.0%	10.0%	7	69.6%	5.0%	10	2	5.0%	0	11	4	4	43.0%	0	0.0%	42.4%	-8	-7	8.7%	-7	20.0%	0	8.7%
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0.0%	0	0.0%
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0.0%	0	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0.0%	0	0.0%
Total	341	1.9%		0	55.8%		0	96	0.0%	0	-96	0	0				0.0%	96	96	28.2%	96	28.2%	0	28.2%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

Occupational Group (EOC)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.2	20.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	30.0	
11 Intermediate Sales & Service	0.4	43.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Scalar Decisions Inc.

|Date: 2018-04-23|

Total		0.0	0.0
-------	--	-----	-----

Federal Contractors Program Achievement Report

Part 4: Results - Women

Scalar Decisions Inc.

[Date: 2018-04-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2016	2	0	0.0	27.4	1	-1	0.0																	
	2018	5	0	0.0	27.4	1	-1	0.0	3	0	0.0	1	-1	3	0	0.0	0	0	0	2	0	0.0	0	0	0
02 Middle & Other Managers	2016	54	6	11.1	38.9	21	-15	28.6																	
	2018	36	6	16.7	38.9	14	-8	42.8	19	1	5.3	7	-6	16	4	25.0	2	2	23	3	13.0	3	0	0	0
03 Professionals	2016	104	20	19.2	26.5	28	-8	72.6																	
	2018	133	19	14.3	24.5	33	-14	58.3	82	18	22.0	20	-2	20	6	30.0	4	2	82	20	24.4	16	4	4	
04 Semi-Professionals & Technicians	2016	75	2	2.7	25.9	19	-17	10.3																	
	2018	53	3	5.7	22.6	12	-9	25.0	33	2	6.1	7	-5	7	0	0.0	0	0	25	1	4.0	1	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	1	1	100.0	53.0	1	0	188.7	1	1	100.0	1	0	0	0	0.0	0	0	0	0	4	0.0	0	4	4
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	4	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	4	0	0.0			0.3	0.0			30.0	0.0		
02 Middle & Other Managers	2018	12	2	16.7	6	33.3	40.0	41.7	5	40.0	0.0	0.0		
	2021	12	2	16.7			0.4	4166.7			40.0	41.7		
03 Professionals	2018	20	4	20.0	13	30.8	20.0	100.0	3	133.3	0.0	0.0		
	2021	20	4	20.0			0.3	8000.0			25.0	80.0		
04 Semi-Professionals & Technicians	2018	15	1	6.7	14	7.1	30.0	22.2	5	20.0	0.0	0.0		
	2021	15	1	6.7			0.3	2666.7			25.0	26.7		
05 Supervisors	2018	1	-3	-300.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	-3	-300.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Scalar Decisions Inc.

[Date: 2018-04-23]

008647

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
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EEOG)	Year	Workforce Analysis										Hires					Flow Data Analysis					Terminations					
		All					Women					All					Women					All			Women		
		Employees	Representation %	Availability %	Gap #	EE Result %	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #	
07 Administrative & Senior Clerical	2016	5	5	100.0	80.0	4	1	125.0		18	11	61.1	14	-3	1	1	100.0	1	0	12	0	0.0	12	0	0.0	-12	
	2018	22	13	59.1	79.9	18	-5	74.0		11	61.1	14	-3	1	1	100.0	1	0	7	0	0.0	7	0	0.0	0		
08 Skilled Sales & Service Personnel	2016	77	30	39.0	26.3	20	10	148.1		27	3	11.1	7	-4	2	2	100.0	1	1	33	7	21.2	13	0	-6		
	2018	65	15	23.1	26.7	17	-2	86.4		27	3	11.1	7	-4	2	2	100.0	1	1	33	7	21.2	13	0	-6		
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0	
10 Clerical Personnel	2016	5	5	100.0	65.7	3	2	152.2		1	0	0.0	1	-1	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0	
	2018	3	2	66.7	65.2	2	0	102.2		1	0	0.0	1	-1	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0		17	14	82.4	11	3	2	2	100.0	0	2	8	7	87.5	0	0	7		
	2018	23	19	82.6	64.2	15	4	128.7		17	14	82.4	11	3	2	2	100.0	0	2	8	7	87.5	0	0	7		
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	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, E + I x 100, Part 3: Goals, E + K x 100, Part 3: Goals, E + M x 100

Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Women		All		Women		All		Women		
		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	2018	7	12	171.4	2	600.0	50.0	342.9	2	600.0	0.0	0.0		
	2021	7	12	171.4	2	600.0	0.0	0.0	2	600.0	10.0	1714.3		
08 Skilled Sales & Service Personnel	2018	-4	-2	50.0	5	-40.0	10.0	500.0	5	-40.0	0.0	0.0		
	2021	-4	-2	50.0	5	-40.0	0.3	18518.5	5	-40.0	10.0	500.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
10 Clerical Personnel	2018	1	0	0.0	2	0.0	50.0	0.0	2	0.0	0.0	0.0		
	2021	1	0	0.0	2	0.0	0.0	0.0	2	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	11	9	81.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	11	9	81.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Scalar Decisions Inc.

[Date: 2018-04-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires					Flow Data Analysis					Terminations			
		All Employees				Women				All Employees				Women				All Employees		Women		All Employees		Women			
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #					
Other Sales & Service Personnel	2016	0	0.0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other Manual Workers	2016	0	0.0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total	2016	322	68	21.1	29.8	96	-28	70.9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	2018	341	78	22.9	0.0	0	78	0.0	0	201	50	24.9	0	50	51	15	29.4	11	4	185	42	22.7	39	3			

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments				
		All Employees			Women			All Employees			Women			All Employees			Women							
		#	Actual #	%	Goal #	Percent of Goal Met %	Goal %	Goal #	Percent of Goal Met %	Goal %	Goal #	Percent of Goal Met %	Goal %	Goal #	Percent of Goal Met %	Goal %								
		#	Actual #	%	Goal #	Percent of Goal Met %	Goal %	Goal #	Percent of Goal Met %	Goal %	Goal #	Percent of Goal Met %	Goal %	Goal #	Percent of Goal Met %	Goal %								
Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2018	67	23	34.3	42	54.8	23	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2021	67	23	34.3																				

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Scalar Decisions Inc.

[Date: 2018-04-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	2	0	0.0	2.9	0	0	0.0																
	2018	5	0	0.0	2.9	0	0	0.0	3	0	0.0	0	0	0	3	0	0.0	0	0	2	0	0.0	0	0
02 Middle & Other Managers	2016	54	1	1.9	2.2	1	0	84.2																
	2018	36	1	2.8	2.2	1	0	126.3	19	0	0.0	0	0	0	16	0	0.0	0	0	23	0	0.0	0	0
03 Professionals	2016	104	2	1.9	1.1	1	1	174.8																
	2018	133	2	1.5	1.0	1	1	150.4	82	1	1.2	1	0	20	0	0.0	0	0	82	1	1.2	2	-1	
04 Semi-Professionals & Technicians	2016	75	2	2.7	1.8	1	1	148.1																
	2018	53	1	1.9	1.9	1	0	99.3	33	0	0.0	1	-1	7	1	14.3	0	1	25	1	4.0	1	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2018	1	0	0.0	1.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	4	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
02 Middle & Other Managers	2018	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	12	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
03 Professionals	2018	20	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	20	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
04 Semi-Professionals & Technicians	2018	15	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2021	15	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
05 Supervisors	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Scalar Decisions Inc.

[Date: 2018-04-23]

008650

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
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X

Occupational Group (EOG)	Year	Workforce Analysis											Hires					Flow Data Analysis					Terminations			
		All Employees			Aboriginal Peoples				All Employees				Aboriginal Peoples			All Employees		Aboriginal Peoples			All Employees		Aboriginal Peoples			
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	Expected #	Difference #	#	Actual #	Expected #	Difference #	#	Actual #	Expected #	Difference #	#	Actual #	Expected #	Difference #				
07 Administrative & Senior Clerical	2016	5	0.0	1.8	0	0.0	18	0	0.0	0	1	0	0.0	0	12	0	0.0	0	0	0	0	0	0	0		
	2018	22	0.0	1.3	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0		
08 Skilled Sales & Service Personnel	2016	77	0.0	1.5	1	-1	27	0	0.0	0	2	0	0.0	0	33	0	0.0	0	0	0	0	0	0	0		
	2018	65	0.0	1.6	1	-1	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0		
09 Skilled Crafts & Trades Workers	2016	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0		
	2018	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0		
10 Clerical Personnel	2016	5	0.0	1.2	0	0	1	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0		
	2018	3	0.0	0.7	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0		
11 Intermediate Sales & Service Personnel	2016	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0		
	2018	23	0.0	1.2	0	0.0	17	0	0.0	0	2	0	0.0	0	8	0	0.0	0	0	0	0	0	0	0		
12 Semi-Skilled Manual Workers	2016	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0		
	2018	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0		

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; E + H x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100; Part 3: Goals

Employment Equity Occupational Group (EOG)	Year	New Entrants			Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples		Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
			Actual #	%							Actual #	%	
07 Administrative & Senior Clerical	2018	7	0	0.0	0	0.0	0	0.0	1	0.0	0.0	0.0	
	2021	7	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2018	-4	0	0.0	2	0.0	0	0.0	0	0.0	0.0	0.0	
	2021	-4	0	0.0	0	0.0	0	0.0	0	0.0	5.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
10 Clerical Personnel	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
	2021	1	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	2018	11	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
	2021	11	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Scalar Decisions Inc.

008651

[Date: 2018-04-23]

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					
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X					
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓					
Employment Equity Occupational Group (EEOG)																													
Workforce Analysis																													
Workforce										Hires										Flow Data Analysis					Terminations				
Aboriginal Peoples										Aboriginal Peoples										Aboriginal Peoples					Aboriginal Peoples				
All Employees										All Employees										All Employees					All Employees				
Representation %										Availability %										Gap #					EE Result %				
#										#										#					#				
13	Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0				
13	Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0				
14	Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0				
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0				
Total		2016	322	5	1.6	1.6	5	0	97.0	201	1	0.5	0	0	1	51	1	2.0	1	0	185	2	1.1	3	-1				
Total		2018	341	4	1.2	0.0	0	4	0.0	201	1	0.5	0	1	51	1	2.0	1	0	185	2	1.1	3	-1					

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total		2018	67	0	0.0	2	0.0	0	0.0	4	0.0	0	0.0	
Total		2021	67	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Scalar Decisions Inc.

[Date: 2018-04-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2016	56	3	5.4	4.3	2	1	124.6																
	2018	41	0	0.0	4.3	2	-2	0.0	22	0	0.0	1	-1	19	0	0.0	1	-1	25	2	8.0	1	1	
03 Professionals	2016	104	7	6.7	3.8	4	3	177.1																
	2018	133	3	2.3	3.8	5	-2	59.4	82	0	0.0	3	-3	20	0	0.0	1	-1	82	2	2.4	6	-4	
04 Semi-Professionals & Technicians	2016	75	4	5.3	4.6	3	1	115.9																
	2018	53	5	9.4	4.6	2	3	205.1	33	1	3.0	2	-1	7	1	14.3	0	1	25	2	8.0	1	1	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2018	1	0	0.0	13.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	16	-2	-12.5	2	-100.0	10.0	-125.0	1	-200.0	0.0	0.0		
	2021	16	-2	-12.5			0.1	-25000.0			5.0	-250.0		
03 Professionals	2018	20	-2	-10.0	3	-66.7	5.0	-200.0	1	-200.0	0.0	0.0		
	2021	20	-2	-10.0			0.1	-20000.0			5.0	-200.0		
04 Semi-Professionals & Technicians	2018	15	0	0.0	2	0.0	5.0	0.0	1	0.0	0.0	0.0		
	2021	15	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 6: Results - Persons with Disabilities
Scalar Decisions Inc.

008653

[Date: 2018-04-23]

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																					
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 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
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Employment Equity Occupational Group (EEOG)																								Workforce Analysis										Flow Data Analysis											
		Year		Workforce										Hires										Promotions										Terminations											
		All Employees		Persons with Disabilities					All Employees					Persons with Disabilities					All Employees					Persons with Disabilities					All Employees					Persons with Disabilities											
		#		Representation %		Availability #			Gap #		EE Result %			Actual #		Expected #			Difference #		All Employees #		Actual %			Expected #			Difference #		All Employees #		Actual %			Expected #			Difference #						
07	Administrative & Senior Clerical	2018	2018	5	0.0	3.4	0	0	0	0.0	18	2	11.1	1	1	1	0	0.0	0	0	12	2	16.7	0	2																				
08	Skilled Sales & Service Personnel	2018	2018	22	0.0	3.4	1	-1	0.0	27	0	0.0	1	-1	2	0	0.0	0	0	33	1	3.0	2	-1																					
09	Skilled Crafts & Trades Workers	2018	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0																					
10	Clerical Personnel	2018	2018	3	0.0	7.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0																					
11	Intermediate Sales & Service Personnel	2018	2018	0	0.0	0.0	0	0	0.0	17	0	0.0	1	-1	2	0	0.0	0	0	8	0	0.0	0	0																					
12	Semi-Skilled Manual Workers	2018	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0																					

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; E + H x 100; Part 3: Goals; E + K x 100; Part 3: Goals; F + M x 100;

07	Administrative & Senior Clerical	2018	2018	New Entrants				Short-term Goals				Long-term Goals				Comments
				Flow Data		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities				
		Year		All Employees		Persons with Disabilities		Goal %		Percent of Goal Met		Goal %		Percent of Goal Met		
		#		#		#		#		#		#		#		
07	Administrative & Senior Clerical	2018	2018	7	0	0.0	0	0.0	5.0	0.0	1	0.0	0.0	0.0		
08	Skilled Sales & Service Personnel	2018	2018	-4	-1	25.0	2	-50.0	5.0	0.0	1	-100.0	0.0	0.0		
09	Skilled Crafts & Trades Workers	2018	2018	0	-1	25.0	0	0.0	0.1	50000.0	0	0.0	5000.0	5000.0		
10	Clerical Personnel	2018	2018	1	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
11	Intermediate Sales & Service Personnel	2018	2018	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12	Semi-Skilled Manual Workers	2018	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Scalar Decisions Inc.

[Date: 2018-04-23]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	322	18	5.6	4.0	13	5	139.8																
	2018	341	10	2.9	0.0	0	10	0.0	201	3	1.5	0	3	51	1	2.0	3	-2	185	9	4.9	10	-1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	67	-5	-7.5	9	-55.6	0.0	0.0	6	-83.3	0.0	0.0		
	2021	67	-5	-7.5			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities
Scalar Decisions Inc.**

008655

[Date: 2018-04-23]

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																																						
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X																
																							Workforce Analysis																																							
																							Workforce										Hires										Flow Data Analysis										Terminations									
																							Workforce					Visible Minorities					Visible Minorities					Visible Minorities					Visible Minorities					Visible Minorities														
																							All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #															
Employment Equity (EEOG)	Year	#	#	%	%	#	#	#	%	#	#	%	#	%	#	#	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%																										
01	Senior Managers	2018	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	0	0	0	0	0	0	0	0	0	0																								
02	Middle & Other Managers	2018	12	6	50.0	2	300.0	10	0.0	2	300.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
03	Professionals	2018	20	14	70.0	10	140.0	15	0.0	3	466.7	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
04	Semi-Professionals & Technicians	2018	15	17	113.3	9	188.9	20	0.0	2	850.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
05	Supervisors	2018	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																								
06	Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																								

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

New Entrants

Occupational Group (EEOG)	Year	Flow Data		Short-term Goals		Long-term Goals	
		All Employees	Visible Minorities	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met
01	2018	4	0	0	0.0	1	0.0
02	2018	12	6	2	300.0	2	300.0
03	2018	20	14	10	140.0	3	466.7
04	2018	15	17	9	188.9	2	850.0
05	2018	1	1	0	0.0	0	0.0
06	2018	0	0	0	0.0	0	0.0

Goals

Occupational Group (EEOG)	Year	Flow Data		Short-term Goals		Long-term Goals	
		All Employees	Visible Minorities	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met
01	2018	4	0	0	0.0	1	0.0
02	2018	12	6	2	300.0	2	300.0
03	2018	20	14	10	140.0	3	466.7
04	2018	15	17	9	188.9	2	850.0
05	2018	1	1	0	0.0	0	0.0
06	2018	0	0	0	0.0	0	0.0

Comments

Occupational Group (EEOG)	Year	Flow Data		Short-term Goals		Long-term Goals		Comments
		All Employees	Visible Minorities	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
01	2018	4	0	0	0.0	1	0.0	
02	2018	12	6	2	300.0	2	300.0	
03	2018	20	14	10	140.0	3	466.7	
04	2018	15	17	9	188.9	2	850.0	
05	2018	1	1	0	0.0	0	0.0	
06	2018	0	0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Scalar Decisions Inc.

[Date: 2018-04-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#		
07 Administrative & Senior Clerical	2016	5	0	0.0	28.6	1	-1	0.0																
	2018	22	9	40.9	34.9	8	1	117.2	18	10	55.6	6	4	1	1	100.0	0	1	12	4	33.3	0	4	
08 Skilled Sales & Service Personnel	2016	77	4	5.2	18.2	14	-10	28.5																
	2018	65	8	12.3	18.6	12	-4	66.2	27	5	18.5	5	0	2	0	0.0	0	0	33	3	9.1	2	1	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2016	5	3	60.0	37.2	2	1	161.3																
	2018	3	1	33.3	48.1	1	0	69.3	1	1	100.0	0	1	0	0	0.0	0	0	0	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	23	2	8.7	42.4	10	-8	20.5	17	2	11.8	7	-5	2	0	0.0	0	0	8	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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			
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2018	7	7	100.0	2	350.0	50.0	200.0	1	700.0	0.0	0.0		
	2021	7	7	100.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	-4	2	-50.0	10	20.0	20.0	-250.0	2	100.0	0.0	0.0		
	2021	-4	2	-50.0			0.2	-25000.0			20.0	-250.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	1	1	100.0	2	50.0	50.0	200.0	2	50.0	0.0	0.0		
	2021	1	1	100.0			0.0	0.0			30.0	333.3		
11 Intermediate Sales & Service Personnel	2018	11	2	18.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	11	2	18.2			0.4	4228.3			43.0	42.3		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities**

Scalar Decisions Inc.

|Date: 2018-04-23|

008657

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																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	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
Employment Equity Occupational Group (EEOG)																							Workforce Analysis										Flow Data Analysis										
		Year		Workforce										Hires										Promotions										Terminations									
		All Employees		Visible Minorities					All Employees					Visible Minorities					All Employees					Visible Minorities					All Employees					Visible Minorities									
		#		Representation %		Availability #			Gap #		EE Result %			Actual #		Expected #			Difference #		Actual #			Expected #			Difference #		Actual #			Expected #			Difference #								
		%		%			%		%			%		%			%		%			%		%			%		%			%		%									
		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			Part 3: Goals		Part 3: Goals			Part 3: Goals		Part 3: Goals			Part 3: Goals		Part 3: Goals			Part 3: Goals									
		↓		↓		↓			↓		↓			↓		↓			↓		↓			↓		↓			↓		↓			↓									
13	Other Sales & Service Personnel	2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
13	Other Sales & Service Personnel	2021	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
14	Other Manual Workers	2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
14	Other Manual Workers	2021	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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		2018	67	50	74.6	35	142.9	0	0.0	0	0.0	13	384.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
Total		2021	67	50	74.6	35	142.9	0	0.0	0	0.0	13	384.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								

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																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	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
Employment Equity Occupational Group (EEOG)																							Workforce Analysis										Flow Data Analysis										
		Year		Workforce										Hires										Promotions										Terminations									
		All Employees		Visible Minorities					All Employees					Visible Minorities					All Employees					Visible Minorities					All Employees					Visible Minorities									
		#		Representation %		Availability #			Gap #		EE Result %			Actual #		Expected #			Difference #		Actual #			Expected #			Difference #		Actual #			Expected #			Difference #								
		%		%			%		%			%		%			%		%			%		%			%		%			%		%									
		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			Part 3: Goals		Part 3: Goals			Part 3: Goals		Part 3: Goals			Part 3: Goals		Part 3: Goals			Part 3: Goals									
		↓		↓		↓			↓		↓			↓		↓			↓		↓			↓		↓			↓		↓			↓									
13	Other Sales & Service Personnel	2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
13	Other Sales & Service Personnel	2021	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
14	Other Manual Workers	2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
14	Other Manual Workers	2021	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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		2018	67	50	74.6	35	142.9	0	0.0	0	0.0	13	384.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								
Total		2021	67	50	74.6	35	142.9	0	0.0	0	0.0	13	384.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0								

Comments

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Scalar Decisions Inc.
[Date: 2018-04-23]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Scalar Decisions Inc.

Primary Location: Toronto, ON (195 employees – 57% of its workforce)

Number of Employees: 341

Ontario	210
Québec	11
Manitoba	5
British Columbia	45
Alberta	70

Organization Overview:

NAICS 5415 – Computer Systems Design and Related Services

Founded in 2004, Scalar Decisions Inc. ('Scalar') is an engineering-led IT solutions company with a national presence. Their focus has been infrastructure, security and cloud from a resale, professional services, managed services and consulting.

Key Dates – First Year Assessment

Initiated: February 1, 2016
 Received: February 27, 2016 (WFA was not complete at this point - responses to questionnaire and employee list were submitted at this time.)
 Closed: May 12, 2016
 Workforce: April 23, 2016
 Analysis:

Key Dates – Subsequent Assessment

Initiated: February 17, 2018
 Received: April 25, 2018
 Workforce: April 23, 2018
 Analysis:

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.

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

Yes No

ASSESSMENT OF REASONABLE PROGRESS

- All goals were set in numbers and percentages. The percentage goal is therefore taken from the percentage goal when possible.

Women

1.	Senior Managers	Goal not set.
2.	Middle & Other Managers	Goal not met (35.7%).
3.	Professionals	Goal met at 117.6%.
4.	Semi-Professionals & Technicians	Goal not met (16.7%).

Assessment/Observations

- In EEOG 2 there were 35 new entrants of which 5 were women. At an availability of 38.9%, 13 women should have been hired.
- In EEOG 4 there were 40 new entrants of which 2 were women. At an availability of 25.9%, 10 women should have been hired.

Aboriginal Peoples

8.	Skilled Sales & Service Personnel	Goal not met (0%).
----	-----------------------------------	--------------------

- In EEOG 8 there were 29 new entrants of which none were Aboriginal. At an availability of 1.5%, this is what was expected.

The total number of Aboriginal employees at Scalar in 2016 was 5, but has now decreased to 4 in 2018.

Person with Disabilities

There were no gaps.

The total number of persons with disabilities employed at Scalar in 2016 was 18, but has now decreased to 10 in 2018.

Members of Visible Minorities

3.	Professionals	Goal met 268%.
4.	Semi-Professionals & Technicians	Goal met 262.5%.
7.	Administrative & Senior Clerical Personnel	Goal met 115.8%.
8.	Skilled Sales & Service Personnel	Goal met 86.2%.

Assessment/Observations

- The total number of visible minorities has increased 30% over the past 3 years, from 60 in 2016 to 96 in 2018.

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 8 goals, 5 were met; this equals 62.5% of the goals that were set in 2016 were met which is a great step in the right direction.
 - It is important to note that Scalar's last workforce analysis was done in April 2016, and then subsequently April 2018. This is exactly 24 months, instead of the usual 36 month period for a subsequent assessment and may explain why many of their goals were not met.

ASSESSMENT OF GOALS

Twelve of the thirteen goals were set as a percentage and at least to availability. The goal which was not set as a percentage (Women – EEOG 8) was changed to equal availability after it was brought to the organization's attention.

Short-term goalsWomen

- In EEOG 1 there is a gap of -1. A goal of 30% was set, which is above the LMA of 27.4%.
- In EEOG 2 there is a gap of -8. A goal of 40% was set, which is above the LMA of 38.9%.
- In EEOG 3 there is a gap of -14. A goal of 25% was set, which is above the LMA of 24.5%.
- In EEOG 4 there is a gap of -9. A goal of 25% was set, which is above the LMA of 22.6%.
- In EEOG 7 there is a gap of -5. No goal is required as present representation is at 59.1%.
- In EEOG 8 there is a gap of -2. A goal of 10% was set, under the LMA of 26.7%, but was increased to equal availability when brought to the organizations attention.

Aboriginal Peoples

- In EEOG 8 there is a gap of -1. A goal of 5% was set, which is above the LMA of 1.6%.

Persons with Disabilities

- In EEOG 1/2 there is a gap of -2. A goal of 5% was set, which is above the LMA of 4.3%.
- In EEOG 3 there is a gap of -2. A goal of 5% was set, which is above the LMA of 3.8%.
- In EEOG 7 there is a gap of -1. A goal of 5% was set, which is above the LMA of 3.4%.
- In EEOG 8 there is a gap of -1. A goal of 5% was set, which is above the LMA of 3.5%.

Visible Minorities

- In EEOG 8 there is a gap of -4. A goal of 20% was set, which is above the LMA of 18.6%.
- In EEOG 11 there is a gap of -8. A goal of 43% was set, which is above the LMA of 42.4%.

Long-term goals

- A long-term goal has been set for every gap uncovered by the most recent workforce analysis.

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:

- In order to close some of the gaps that have a limited pool of designated group member candidates, the organization could consider doing some outreach and/or form partnerships with organizations of the designated groups, if they have not already.

Name of Analyst: Neeta Dhillon

Date: July 20, 2018

Nyirasafari, Ange AN [NC]

From: Dhillon, Neeta N [NC]
Sent: August 24, 2018 12:55 PM
To: 'rob.crocker@scalar.ca'
Subject: Government of Canada Agreement Number: 10000264 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Robert Crocker:

I am writing to inform you that the subsequent compliance assessment initiated on 01/04/2018 has been completed. As a result of the assessment, Scalar Decisions Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- In order to close some of the gaps that have a limited pool of designated group member candidates, the organization could consider doing some outreach and/or form partnerships with organizations of the designated groups, if they have not already.

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 01/04/2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

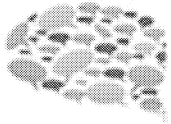
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Sincerely,

Workplace Equity Team

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



Rejoignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDI) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre au **Forum de l'équité, la diversité et l'inclusion en milieu de travail** (WEDI), a collaborative space for employers. Send us an email to join: