



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Sierra Systems Group Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number
Organization's North American Industry Classification System (NAICS) Code N° 541510	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    718
	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02f-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02f-eng.htm</a>

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.) #2500 - 1177 West Hastings Street	City Vancouver	Province BC	Postal Code V6E 2K3
	Telephone Number 604.688.1371	Fax Number 604.688.6482	

EMPLOYMENT EQUITY CONTACT	
Name (print) Tina Exarchoulis	Title Sr. HR Manager
Telephone Number 604.692.4612	E-mail Address tinaexarchoulis@sierrasystems.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>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</li> <li>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).</li> </ul> <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: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a></p> <p><b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p>

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Stephanie Hollingshead	Title VP Human Resources
Telephone Number 604.891.6202	E-mail Address stephaniehollingshead@sierrasystems.com
	Date Feb 27, 2014

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>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@hrscd-rhdcc.gc.ca</li> </ul>



## Federal Contractors Program (FCP)

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

Contractors are required to conduct, develop and maintain:

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

Contractors are required to submit to ESDC-Labour:

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

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

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

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

# Questions and Answers

## Subsidiary vs. Division/Branch

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

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

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

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

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

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

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

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

**Q3 When should a new Agreement be completed and signed?**

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

## Employment Status

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

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

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

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

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

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

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

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

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

**Q4 How are students counted under the FCP?**

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

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

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

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

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



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

Reporting Period 2015-02-13 to 2017-12-19

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	145	4	2	151	Calgary	118	3	2	123
Nova Scotia	33	1	0	34	Edmonton	55	5	0	60
Manitoba	60	3	0	63	Halifax	33	1	0	34
British Columbia	307	30	1	338	Regina	3	0	1	4
Saskatchewan	3	0	1	4	Toronto	83	3	2	88
Alberta	173	8	2	183	Vancouver	159	11	0	170
Total Employees in Canada				773	Winnipeg	60	3	0	63
					Ottawa - Gatineau	62	1	0	63
					Victoria	148	19	1	168
					Total Employees in Canada				773



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2015-02-13 to 2017-12-19**

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
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1		1									
	3	4	3	1							1	1	
	2	18	14	4									
	1	28	20	8							1		1
	<b>Total</b>	51	37	14							2	1	1
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 55,000 - \$59,999	4	8	4	4							1	1	
	3	60	49	11							9	8	1
	2	65	39	26				1	1		4	2	2
	1	12	6	6							2		2
	<b>Total</b>	145	98	47				1	1		16	11	5
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	6	6										
	3	80	64	16							14	10	4
	2	288	200	88	2		2	1	1		62	42	20
	1	102	59	43							30	16	14
	<b>Total</b>	476	329	147	2		2	1	1		106	68	38
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 60,000 - \$64,999	4	2	2										
	3												
	2	2	2										
	1	2	1	1							1		1
	<b>Total</b>	6	5	1							1		1



**Sierra Systems Group Inc. (certificate # 100081)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2015-02-13 to 2017-12-19

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
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 35,000 - \$39,999	4	3	2	1							1		1
	3	7	4	3							2	2	
	2	15	5	10	1		1				2	1	1
	1	13	3	10							4	2	2
	<b>Total</b>		38	14	24	1	1				9	5	4
<b>Skilled Sales and Service Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 90,000 - \$94,999	4	1	1										
	3	1		1									
	2	2	2										
	1	1	1										
	<b>Total</b>		5	4	1								
<b>Total Number of Employees</b>		<b>721</b>	<b>487</b>	<b>234</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>		<b>134</b>	<b>85</b>	<b>49</b>	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Part-Time / National  
Reporting Period 2015-02-13 to 2017-12-19

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
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 90,000 - \$94,999	4	1	1										
	3												
	2												
	1	2	1	1									
	<b>Total</b>	3	2	1									
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999	4	4	2	2									
	3	5	2	3									
	2	1		1							1		1
	1	3		3							2		2
	<b>Total</b>	13	4	9							3		3
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	3	2	1									
	3	4	3	1									
	2	9	3	6									
	1	11	4	7							2	1	1
	<b>Total</b>	27	12	15							2	1	1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 40,000 - \$44,999	4	1		1									
	3												
	2												
	1	2		2									
	<b>Total</b>	3		3									





**Sierra Systems Group Inc. (certificate # 100081)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / National  
 Reporting Period 2015-02-13 to 2017-12-19

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
<b>Total Number of Employees</b>		<b>46</b>	<b>18</b>	<b>28</b>							<b>5</b>	<b>1</b>	<b>4</b>



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Temporary / National**  
**Reporting Period 2015-02-13 to 2017-12-19**

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
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 90,000 - \$94,999	4	2	1	1	1		1						
	3	1	1										
	2	1	1								1	1	
	1	2	1	1									
	<b>Total</b>		6	4	2	1		1				1	1
<b>Total Number of Employees</b>		6	4	2	1		1				1	1	



Sierra Systems Group Inc. (certificate # 100081)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY  
Full-Time / National  
Reporting Period 2015-02-13 to 2017-12-19

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
\$ 37,500 - \$39,999	1		1									
\$ 40,000 - \$44,999	2		2							1		1
\$ 45,000 - \$49,999	7	1	6							3	1	2
\$ 50,000 - \$59,999	19	7	12							7	3	4
\$ 60,000 - \$69,999	33	17	16	1		1				8	5	3
\$ 70,000 - \$84,999	111	68	43							25	15	10
\$ 85,000 - \$99,999	163	116	47	2		2	1	1		39	25	14
\$100,000 and over	385	278	107				1	1		51	36	15
<b>Total Number of Employees</b>	<b>721</b>	<b>487</b>	<b>234</b>	<b>3</b>		<b>3</b>	<b>2</b>	<b>2</b>		<b>134</b>	<b>85</b>	<b>49</b>



**Sierra Systems Group Inc. (certificate # 100081)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / National  
 Reporting Period 2015-02-13 to 2017-12-19

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
\$ 40,000 - \$49,999	5	1	4							5		
\$ 50,000 and over	41	17	24							5	1	
<b>Total Number of Employees</b>	<b>46</b>	<b>18</b>	<b>28</b>							<b>5</b>	<b>1</b>	<b>4</b>



Sierra Systems Group Inc. (certificate # 100081)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Temporary / National  
 Reporting Period 2015-02-13 to 2017-12-19

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
<b>\$ 50,000 and over</b>	6	4	2	1		1				1	1	
<b>Total Number of Employees</b>	6	4	2	1		1				1	1	

Sierra Systems Group Inc. (certificate # 100081)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / National**

**Reporting Period 2015-02-13 to 2017-12-19**

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
<b>Senior Managers</b>	2	2										
<b>Middle and Other Managers</b>	17	11	6							3	2	1
<b>Professionals</b>	95	64	31	1		1				29	17	12
<b>Semi-Professionals and Technicians</b>	2	2										
<b>Administrative and Senior Clerical Personnel</b>	3		3	1		1						
<b>Total Number of Employees Hired</b>	<b>119</b>	<b>79</b>	<b>40</b>	<b>2</b>		<b>2</b>				<b>32</b>	<b>19</b>	<b>13</b>



**Sierra Systems Group Inc. (certificate # 100081)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Part-Time / National  
 Reporting Period 2015-02-13 to 2017-12-19

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



Sierra Systems Group Inc. (certificate # 100081)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / National

Reporting Period 2015-02-13 to 2017-12-19

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
<b>Professionals</b>	4	2	2	1		1						
<b>Total Number of Employees Hired</b>	4	2	2	1		1						





**Sierra Systems Group Inc. (certificate # 100081)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2015-02-13 to 2017-12-19**

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
<b>Senior Managers</b>	4	4										
<b>Middle and Other Managers</b>	20	10	10							2	1	1
<b>Professionals</b>	41	28	13	1		1				7	2	5
<b>Administrative and Senior Clerical Personnel</b>	1		1							1		1
<b>Total Number of Employees Promoted</b>	66	42	24	1		1				10	3	7
<b>Total Number of Promotions</b>	66	42	24	1		1				10	3	7



**Sierra Systems Group Inc. (certificate # 100081)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / National**  
**Reporting Period 2015-02-13 to 2017-12-19**

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
<b>Middle and Other Managers</b>	<b>3</b>	<b>1</b>	<b>2</b>									
<b>Total Number of Employees Promoted</b>	<b>3</b>	<b>1</b>	<b>2</b>									
<b>Total Number of Promotions</b>	<b>3</b>	<b>1</b>	<b>2</b>									



Sierra Systems Group Inc. (certificate # 100081)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / National

Reporting Period 2015-02-13 to 2017-12-19

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	16	10	6							2	1	1
Administrative and Senior Clerical Personnel	1		1									
<b>Total Number of Employees Terminated</b>	<b>17</b>	<b>10</b>	<b>7</b>							<b>2</b>	<b>1</b>	<b>1</b>



Workplace Equity Information Management System - Sierra Systems Group Inc.

Workforce Analysis - Detailed Report

Date: 2017-12-19

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	54	15	27.8 %	27.4 %	15	0	National
<b>02 : Middle and Other Managers</b>	National	158	56	35.4 %	38.9 %	61	-5	National
<b>03 : Professionals</b>		509	164	32.2 %	33.5 %	171	-7	
1111 : Financial auditors and accountants	National	12	11	91.7 %	55.1 %	7	4	National
1122 : Professional occupations in business management consulting	National	168	57	33.9 %	42.0 %	71	-14	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
2171 : Information systems analysts and consultants	National	326	95	29.1 %	28.3 %	92	3	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	17.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		6	1	16.7 %	25.6 %	2	-1	
2282 : User support technicians	Alberta	2	0	0.0 %	26.7 %	1	-1	Alberta
2282 : User support technicians	British Columbia	4	1	25.0 %	25.1 %	1	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		41	27	65.9 %	79.9 %	33	-6	
Employment Equity Occupational Group	Calgary	6	3	50.0 %	80.5 %	5	-2	Calgary
Employment Equity Occupational Group	Edmonton	4	3	75.0 %	84.6 %	3	0	Edmonton
Employment Equity Occupational Group	Halifax	2	1	50.0 %	81.4 %	2	-1	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	6	6	100.0 %	77.2 %	5	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	0	0.0 %	80.1 %	2	-2	Toronto
Employment Equity Occupational Group	Vancouver	16	10	62.5 %	79.0 %	13	-3	Vancouver
Employment Equity Occupational Group	Victoria	2	1	50.0 %	81.2 %	2	-1	Victoria
Employment Equity Occupational Group	Winnipeg	3	3	100.0 %	81.1 %	2	1	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>		5	1	20.0 %	26.6 %	1	0	
6221 : Technical sales specialists - wholesale trade	Alberta	1	0	0.0 %	20.5 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	1	0	0.0 %	26.3 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	3	1	33.3 %	28.7 %	1	0	Ontario

### Workforce Analysis - Detailed Report

Date: 2017-12-19

#### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation #	%			
Total		773	264	34.1 %	36.5 %	283	-19

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 - Sierra Systems Group Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-19

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Availability %	Availability %		
<b>01 : Senior Managers</b>	National	54	0	0.0 %	2.9 %	2	National
<b>02 : Middle and Other Managers</b>	National	158	0	0.0 %	2.2 %	3	National
<b>03 : Professionals</b>		509	3	0.6 %	1.3 %	7	
1111 : Financial auditors and accountants	National	12	0	0.0 %	1.3 %	0	National
1122 : Professional occupations in business management consulting	National	168	1	0.6 %	1.6 %	3	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	National
2171 : Information systems analysts and consultants	National	326	2	0.6 %	1.1 %	4	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	1.0 %	0	National
<b>04 : Semi-Professionals and Technicians</b>		6	0	0.0 %	2.4 %	0	
2282 : User support technicians	Alberta	2	0	0.0 %	3.8 %	0	Alberta
2282 : User support technicians	British Columbia	4	0	0.0 %	1.8 %	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		41	1	2.4 %	3.0 %	1	
Employment Equity Occupational Group	Calgary	6	0	0.0 %	2.6 %	0	Calgary
Employment Equity Occupational Group	Edmonton	4	0	0.0 %	3.6 %	0	Edmonton
Employment Equity Occupational Group	Halifax	2	0	0.0 %	2.2 %	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	6	1	16.7 %	3.2 %	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.8 %	0	Toronto
Employment Equity Occupational Group	Vancouver	16	0	0.0 %	2.1 %	0	Vancouver
Employment Equity Occupational Group	Victoria	2	0	0.0 %	3.0 %	0	Victoria
Employment Equity Occupational Group	Winnipeg	3	0	0.0 %	8.5 %	0	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>		5	0	0.0 %	1.5 %	0	
6221 : Technical sales specialists - wholesale trade	Alberta	1	0	0.0 %	2.0 %	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	1	0	0.0 %	2.5 %	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	3	0	0.0 %	1.0 %	0	Ontario

**Workforce Analysis - Detailed Report**

Date: 2017-12-19

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Gap #	Recruitment Area
			Representation #	Availability %		
Total		773	4	0.5 %	13	-9

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 - Sierra Systems Group Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-19

**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
			#	%	%	#		
<b>01 : Senior Managers</b>	National	54	2	3.7 %	10.1 %	5	-3	National
<b>02 : Middle and Other Managers</b>	National	158	19	12.0 %	15.0 %	24	-5	National
<b>03 : Professionals</b>		509	109	21.4 %	28.0 %	143	-34	
1111 : Financial auditors and accountants	National	12	5	41.7 %	27.5 %	3	2	National
1122 : Professional occupations in business management consulting	National	168	33	19.6 %	21.6 %	36	-3	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2171 : Information systems analysts and consultants	National	326	70	21.5 %	31.4 %	102	-32	National
2174 : Computer programmers and interactive media developers	National	2	1	50.0 %	31.5 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		6	1	16.7 %	31.1 %	2	-1	
2282 : User support technicians	Alberta	2	0	0.0 %	28.2 %	1	-1	Alberta
2282 : User support technicians	British Columbia	4	1	25.0 %	32.5 %	1	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		41	9	22.0 %	22.6 %	9	0	
Employment Equity Occupational Group	Calgary	6	1	16.7 %	16.5 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	4	0	0.0 %	13.4 %	1	-1	Edmonton
Employment Equity Occupational Group	Halifax	2	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	6	0	0.0 %	12.2 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	1	50.0 %	37.3 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	16	7	43.8 %	35.3 %	6	1	Vancouver
Employment Equity Occupational Group	Victoria	2	0	0.0 %	8.2 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	3	0	0.0 %	11.1 %	0	0	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>		5	0	0.0 %	19.7 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	1	0	0.0 %	11.3 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	1	0	0.0 %	24.7 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	3	0	0.0 %	20.8 %	1	-1	Ontario



## Workforce Analysis - Detailed Report

Date: 2017-12-19

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area
			Representation #	Availability %		
Total		773	140	18.1 %	184	-44

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 - Sierra Systems Group Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-19

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01/02 : Managers</b>	National	212	1	0.5 %	4.3 %	9	-8	National
<b>03 : Professionals</b>	National	509	1	0.2 %	3.8 %	19	-18	National
<b>04 : Semi-Professionals and Technicians</b>	National	6	0	0.0 %	4.6 %	0	0	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	41	0	0.0 %	3.4 %	1	-1	National
<b>08 : Skilled Sales and Service Personnel</b>	National	5	0	0.0 %	3.5 %	0	0	National
<b>Total</b>		<b>773</b>	<b>2</b>	<b>0.3 %</b>	<b>3.9 %</b>	<b>29</b>	<b>-27</b>	

Total may not equal sum of components due to rounding.

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



**Workforce Analysis - Detailed Report**

Date: 2017-12-19

**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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial



### Workforce Analysis - Detailed Report

Date: 2017-12-19

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Sierra Systems Group Inc.

**Workforce Analysis - Summary Report**

Date: 2017-12-19

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	54	15	27.8 %	27.4 %	15	0
02 : Middle and Other Managers	158	56	35.4 %	38.9 %	61	-5
03 : Professionals	509	164	32.2 %	33.5 %	171	-7
04 : Semi-Professionals and Technicians	6	1	16.7 %	25.6 %	2	-1
07 : Administrative and Senior Clerical Personnel	41	27	65.9 %	79.9 %	33	-6
08 : Skilled Sales and Service Personnel	5	1	20.0 %	26.6 %	1	0
<b>Total</b>	<b>773</b>	<b>264</b>	<b>34.1 %</b>	<b>36.5 %</b>	<b>283</b>	<b>-19</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2017-12-19

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	54	0	0.0 %	2.9 %	2	-2
02 : Middle and Other Managers	158	0	0.0 %	2.2 %	3	-3
03 : Professionals	509	3	0.6 %	1.3 %	7	-4
04 : Semi-Professionals and Technicians	6	0	0.0 %	2.4 %	0	0
07 : Administrative and Senior Clerical Personnel	41	1	2.4 %	3.0 %	1	0
08 : Skilled Sales and Service Personnel	5	0	0.0 %	1.5 %	0	0
<b>Total</b>	<b>773</b>	<b>4</b>	<b>0.5 %</b>	<b>1.7 %</b>	<b>13</b>	<b>-9</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Sierra Systems Group Inc.

**Workforce Analysis - Summary Report**

Date: 2017-12-19

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	54	2	3.7 %	10.1 %	5	-3
02 : Middle and Other Managers	158	19	12.0 %	15.0 %	24	-5
03 : Professionals	509	109	21.4 %	28.0 %	143	-34
04 : Semi-Professionals and Technicians	6	1	16.7 %	31.1 %	2	-1
07 : Administrative and Senior Clerical Personnel	41	9	22.0 %	22.6 %	9	0
08 : Skilled Sales and Service Personnel	5	0	0.0 %	19.7 %	1	-1
<b>Total</b>	<b>773</b>	<b>140</b>	<b>18.1 %</b>	<b>23.8 %</b>	<b>184</b>	<b>-44</b>

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2017-12-19

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees		Representation		Persons with Disabilities		Availability		Gap	
	#	%	#	%	#	%	#	%	#	%
01/02 : Managers	212	0.5 %	1	0.5 %	9	4.3 %			-8	
03 : Professionals	509	0.2 %	1	0.2 %	19	3.8 %			-18	
04 : Semi-Professionals and Technicians	6	0.0 %	0	0.0 %	0	4.6 %			0	
07 : Administrative and Senior Clerical Personnel	41	0.0 %	0	0.0 %	1	3.4 %			-1	
08 : Skilled Sales and Service Personnel	5	0.0 %	0	0.0 %	0	3.5 %			0	
<b>Total</b>	<b>773</b>		<b>2</b>	<b>0.3 %</b>	<b>29</b>	<b>3.9 %</b>			<b>-27</b>	

Total may not equal sum of components due to rounding.





## Workforce Analysis - Summary Report

Date: 2017-12-19

### 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial



**Workforce Analysis - Summary Report**

Date: 2017-12-19

**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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National

## Federal Contractors Program Achievement Table

### Part 1: Workforce Analysis

**Sierra Systems Group Inc.**

[Date: 2017-12-19]

#### Data from Previous Workforce Analysis



#### Date of Previous Workforce Analysis

YYYY	MM	DD
2015	02	13

#### Data from Current Workforce Analysis



#### Date of Current Workforce Analysis

YYYY	MM	DD
2017	12	19

**Table 1: Women**

#### Previous Workforce Analysis

#### Employment Equity Occupational Group (EEOG)

	All Employees	Women	
		Representation	Availability*
		#	%
01 Senior Managers	84	24	27.4
02 Middle & Other Managers	78	21	38.9
03 Professionals	430	135	42.1
04 Semi-Professionals & Technicians	0	0	0.0
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	69	46	80.0
08 Skilled Sales & Service Personnel	6	1	27.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	0	0	0.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>667</b>	<b>227</b>	<b>0.0</b>

**Table 5: Women**

#### Current Workforce Analysis

	All Employees	Women	
		Representation	Availability*
		#	%
	54	15	27.4
	158	56	38.9
	509	164	33.5
	6	1	25.6
	0	0	0.0
	0	0	0.0
	41	27	79.9
	5	1	26.6
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
<b>Total</b>	<b>773</b>	<b>264</b>	<b>0.0</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Table**

**Part 1: Workforce Analysis**

**Sierra Systems Group Inc.**

[Date: 2017-12-19]

**Data from Previous Workforce Analysis**

↓                      ↓                      ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	02	13

**Data from Current Workforce Analysis**

↓                      ↓                      ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	12	19

**Table 2: Aboriginal Peoples**

Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees		Aboriginal Peoples		Availability*
	#	Representation	#	%	
01	84	1	1	2.9	
02	78	0	0	2.2	
03	430	1	1	1.6	
04	0	0	0	0.0	
05	0	0	0	0.0	
06	0	0	0	0.0	
07	69	0	0	2.7	
08	6	0	0	1.4	
09	0	0	0	0.0	
10	0	0	0	0.0	
11	0	0	0	0.0	
12	0	0	0	0.0	
13	0	0	0	0.0	
14	0	0	0	0.0	
<b>Total</b>	<b>667</b>	<b>2</b>	<b>2</b>	<b>0.0</b>	

**Table 6: Aboriginal Peoples**

Current Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees		Aboriginal Peoples		Availability*
	#	Representation	#	%	
01	54	0	0	2.9	
02	158	0	0	2.2	
03	509	3	3	1.3	
04	6	0	0	2.4	
05	0	0	0	0.0	
06	0	0	0	0.0	
07	41	1	1	2.7	
08	5	0	0	1.4	
09	0	0	0	0.0	
10	0	0	0	0.0	
11	0	0	0	0.0	
12	0	0	0	0.0	
13	0	0	0	0.0	
14	0	0	0	0.0	
<b>Total</b>	<b>773</b>	<b>4</b>	<b>4</b>	<b>0.0</b>	

\* Source: 2011 National Household Survey

2011 National Household Survey

\* Source: 2011 National Household Survey

2011 National Household Survey

**Federal Contractors Program Achievement Table**

**Part 1: Workforce Analysis**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

**Data from Previous Workforce Analysis**



**Date of Previous Workforce Analysis**

YYYY	MM	DD
2015	02	13

**Data from Current Workforce Analysis**



**Date of Current Workforce Analysis**

YYYY	MM	DD
2017	12	19

**Table 3: Members of Visible Minorities**

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	84	5	10.1
02	Middle & Other Managers	78	10	15.0
03	Professionals	430	80	21.6
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	69	10	25.8
08	Skilled Sales & Service Personnel	6	1	19.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	0	0	0.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>667</b>	<b>106</b>	<b>0.0</b>

Current Workforce Analysis		
All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%
54	2	0.0
158	19	0.0
509	109	0.0
6	1	0.0
0	0	0.0
0	0	0.0
41	9	0.0
5	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
773	140	0.0

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Table**

**Part 1: Workforce Analysis**

**Sierra Systems Group Inc.**

[Date: 2017-12-19]

**Data from Previous Workforce Analysis**

↓                      ↓                      ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	02	13

**Data from Current Workforce Analysis**

↓                      ↓                      ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	12	19

**Table 4: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities	
		#	Representation #
01/02 Managers	162	25	4.3
03 Professionals	430	65	3.8
04 Semi-Professionals & Technicians	0	0	0.0
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	69	10	3.4
08 Skilled Sales & Service Personnel	6	1	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	0	0	0.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>667</b>	<b>101</b>	<b>0.0</b>

**Table 8: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities	
		#	Representation #
01/02 Managers	212	1	4.3
03 Professionals	509	1	3.8
04 Semi-Professionals & Technicians	6	0	4.6
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	41	0	3.4
08 Skilled Sales & Service Personnel	5	0	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	0	0	0.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>773</b>	<b>2</b>	<b>0.0</b>

**\* Source:**

2011 National Household Survey

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

Start Date of Flow Data		
YYYY	MM	DD
2015	02	13

End Date of Flow Data		
YYYY	MM	DD
2017	12	19

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	4	0	0	0	0	0	0	0
02 Middle & Other Managers	17	0	3	2	20	10	3	2	0	0	0	0
03 Professionals	95	1	2	1	41	13	0	0	16	6	0	0
04 Semi-Professionals & Technicians	2	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	1	0	0	1	1	0	0	1	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>119</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>66</b>	<b>24</b>	<b>3</b>	<b>2</b>	<b>17</b>	<b>7</b>	<b>0</b>	<b>0</b>

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Sierra Systems Group Inc.

[Date: 2017-12-19]

Start Date of Flow Data		
YYYY	MM	DD
2015	02	13

End Date of Flow Data		
YYYY	MM	DD
2017	12	19

**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	2	0	0	0
02 Middle & Other Managers	17	0	3	0
03 Professionals	95	1	2	0
04 Semi-Professionals & Technicians	2	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>119</b>	<b>2</b>	<b>5</b>	<b>0</b>

**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	4	0	0	0
02 Middle & Other Managers	20	0	3	0
03 Professionals	41	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>66</b>	<b>0</b>	<b>3</b>	<b>0</b>

**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	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	16	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

Start Date of Flow Data		
YYYY	MM	DD
2015	02	13

End Date of Flow Data		
YYYY	MM	DD
2017	12	19

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	2	0	0
02 Middle & Other Managers	17	0	3	0
03 Professionals	95	0	2	0
04 Semi-Professionals & Technicians	2	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>119</b>	<b>0</b>	<b>5</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
4	0	0	0
20	0	3	0
41	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>66</b>	<b>0</b>	<b>3</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
16	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Sierra Systems Group Inc.

[Date: 2017-12-19]

Start Date of Flow Data		
YYYY	MM	DD
2015	02	13

End Date of Flow Data		
YYYY	MM	DD
2017	12	19

**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	2	0	0	0
02 Middle & Other Managers	17	3	3	1
03 Professionals	95	29	2	0
04 Semi-Professionals & Technicians	2	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>119</b>	<b>32</b>	<b>5</b>	<b>1</b>

**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	4	0	0	0
02 Middle & Other Managers	20	2	3	0
03 Professionals	41	7	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>66</b>	<b>10</b>	<b>3</b>	<b>0</b>

**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	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	16	2	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>17</b>	<b>2</b>	<b>0</b>	<b>0</b>

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Sierra Systems Group Inc.</b>
<b>[Date: 2017-12-19]</b>

<b>Data from Previous Goals</b>
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Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

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

Employment Equity Occupational Group (EEOG)		Table 1: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	4	27.4	2	0.0
02	Middle & Other Managers	5	38.9	8	0.0
03	Professionals	27	42.1	43	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	6	80.0	9	0.0
08	Skilled Sales & Service Personnel	1	27.0	1	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Table 5: Women			
Women			
Short-term Goals		Long-term Goals	
#	%	#	%
2	27.4	0	0.0
9	38.9	5	0.0
26	33.5	6	0.0
0	25.6	1	0.0
0	0.0	0	0.0
0	0.0	0	0.0
5	79.9	6	0.0
0	26.6	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
0	0.0	0	0.0
<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Federal Contractors Program Achievement Table

Part 3: Goals

Sierra Systems Group Inc.

[Date: 2017-12-19]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

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Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

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

Table 2: Aboriginal Peoples

	Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	2.9	2	0.0
02	Middle & Other Managers	0	2.2	2	0.0
03	Professionals	1	1.6	6	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	2.7	2	0.0
08	Skilled Sales & Service Personnel	0	1.4	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Table 6: Aboriginal Peoples

	Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	2.9	2	0.0
02	Middle & Other Managers	1	2.2	3	0.0
03	Professionals	1	1.3	3	0.0
04	Semi-Professionals & Technicians	0	2.4	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	2.7	0	0.0
08	Skilled Sales & Service Personnel	0	1.4	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Sierra Systems Group Inc.</b>
<b>[Date: 2017-12-19]</b>

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

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

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

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

**Table 3: Persons with Disabilities**

Persons with Disabilities				
Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	1	4.3	6	0.0
03 Professionals	2	3.8	15	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	3.4	2	0.0
08 Skilled Sales & Service Personnel	0	3.5	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Table 7: Persons with Disabilities**

Persons with Disabilities				
Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	1	4.3	1	0.0
03 Professionals	3	3.8	2	0.0
04 Semi-Professionals & Technicians	0	4.6	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	3.4	2	0.0
08 Skilled Sales & Service Personnel	0	3.5	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Federal Contractors Program Achievement Table

Part 3: Goals

Sierra Systems Group Inc.

[Date: 2017-12-19]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2015	2018	2015	2020	

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

Table 4: Members of Visible Minorities

Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	1.0	3	0.0
02 Middle & Other Managers	2	15.0	2	0.0
03 Professionals	14	21.6	12	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	2	25.8	2	0.0
08 Skilled Sales & Service Personnel	0	19.8	1	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

Table 8: Members of Visible Minorities

Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	10.1	3	0.0
02 Middle & Other Managers	3	15.0	5	0.0
03 Professionals	22	28.0	31	0.0
04 Semi-Professionals & Technicians	0	31.1	1	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	1	22.6	1	0.0
08 Skilled Sales & Service Personnel	0	19.7	1	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations				Turnover Rate	
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%		
01 Senior Managers	2015	84	24	28.6	27.4	23	1	104.3																	
	2017	54	15	27.8	27.4	15	0	101.4	2	0	0.0	1	-1	4	0	0.0	1	-1	0	0	0.0	0	0	0	0.0
02 Middle & Other Managers	2015	78	21	26.9	38.9	30	-9	69.2																	
	2017	158	56	35.4	38.9	61	-5	91.1	20	2	10.0	8	-6	23	12	52.2	6	6	0	0	0.0	0	0	0	0.0
03 Professionals	2015	430	135	31.4	42.1	181	-46	74.6																	
	2017	509	164	32.2	33.5	171	-7	96.2	97	2	2.1	32	-30	41	13	31.7	13	0	16	6	37.5	5	1	3.4	

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants											Goals											Comments
		Hires and Promotions					Short-term Goals					Long-term Goals												
		All Employees	Women				All Employees	Women				All Employees	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	2017	6	0	0.0	4	0.0	27.4	0.0	2	0.0	0.0	0.0												
	2020	6	0	0.0	2	0.0	27.4	0.0	0	0.0	0.0	0.0												
02 Middle & Other Managers	2017	43	14	32.6	5	280.0	38.9	83.7	8	175.0	0.0	0.0												
	2020	43	14	32.6	9	155.6	38.9	83.7	5	280.0	0.0	0.0												
03 Professionals	2017	138	15	10.9	27	55.6	42.1	25.8	43	34.9	0.0	0.0												
	2020	138	15	10.9	26	57.7	33.5	32.4	6	250.0	0.0	0.0												

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

Sierra Systems Group Inc.

[Date: 2017-12-19]



**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference									
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%			
04	Semi-Professionals & Technicians	2015	0	0	0.0	0.0	0	0	0	0.0	2	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	6	1	16.7	25.6	2	-1	65.1	2	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	
05	Supervisors	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
06	Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
04	Semi-Professionals & Technicians	2017	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	2	0	0.0	0	0.0	25.6	0.0	1	0.0	0.0	0.0		
05	Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06	Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations				Turnover Rate		
		All Employees					Women					All Employees		Women		All Employees		Women		All Employees		Women				
		Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
07 Administrative & Senior Clerical	2015	69	46	66.7	80.0	55	-9	83.3																		
	2017	41	27	65.9	79.9	33	-6	82.4	3	1	33.3	2	-1	1	1	100.0	1	0	1	1	100.0	1	0	1.8		
08 Skilled Sales & Service Personnel	2015	6	1	16.7	27.0	2	-1	61.7																		
	2017	5	1	20.0	26.6	1	0	75.2	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	2015	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0		

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants											Goals											Comments	
		Hires and Promotions					Short-term Goals						Long-term Goals												
		Women					Women						Women												
		All Employees		Actual			Goal	Percent of Goal Met		Goal	Percent of Goal Met		Goal	Percent of Goal Met		Goal	Percent of Goal Met								
07 Administrative & Senior Clerical	2017	4	2	50.0	6	33.3	80.0	62.5	9	22.2	0.0	0.0													
	2020	4	2	50.0	5	40.0	79.9	62.6	6	33.3	0.0	0.0													
08 Skilled Sales & Service Personnel	2017	0	0	0.0	1	0.0	27.0	0.0	1	0.0	0.0	0.0													
	2020	0	0	0.0	0	0.0	26.6	0.0	0	0.0	0.0	0.0													
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	#	%	#	#	%		
10 Clerical Personnel	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0	0	0.0		0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0	0	0.0		0	0	0.0
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0	0	0.0		0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0	0	0.0		0	0	0.0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0	0	0.0		0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0	0	0.0		0	0	0.0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
10 Clerical Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations				Turnover Rate	
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0.0
Total	2015	667	227	34.0	0.0	0	227	0.0	0.0																
	2017	773	264	34.2	0.0	0	264	0.0	124	5	4.0	0	5	69	26	37.7	23	3	17	7	41.2	6	1	2.4	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
Total	2017	193	31	16.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	193	31	16.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**



**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires			Promotions			Terminations				Turnover Rate			
		Aboriginal Peoples										Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples							
		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	
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2015	84	1	1.2	2.9	2	-1	41.1																	
	2017	54	0	0.0	2.9	2	-2	0.0				2	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0
02 Middle & Other Managers	2015	78	0	0.0	2.2	2	-2	0.0																	
	2017	158	0	0.0	2.2	3	-3	0.0				20	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0
03 Professionals	2015	430	1	0.2	1.6	7	-6	14.5																	
	2017	509	3	0.6	1.3	7	-4	45.3				97	1	1.0	1	0	0	0	0	0	0	0	0	0	3.4

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	#	%	#			
01 Senior Managers	2017	6	0	0.0	0	0.0	2.9	0.0	2	0.0	0.0	0.0		
	2020	6	0	0.0	0	0.0	2.9	0.0	2	0.0	0.0	0.0		
02 Middle & Other Managers	2017	43	0	0.0	0	0.0	2.2	0.0	2	0.0	0.0	0.0		
	2020	43	0	0.0	1	0.0	2.2	0.0	3	0.0	0.0	0.0		
03 Professionals	2017	138	1	0.7	1	100.0	1.6	45.3	6	16.7	0.0	0.0		
	2020	138	1	0.7	1	100.0	1.3	55.7	3	33.3	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

Sierra Systems Group Inc.

[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations				Turnover Rate		
		All Employees		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									
04	Semi-Professionals & Technicians	2015	0	0.0	0.0	0	0	0	0.0	2	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0		0	0
		2017	6	0.0	2.4	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
05	Supervisors	2015	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0
		2017	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0
06	Supervisors: Crafts & Trades	2015	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0
		2017	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments			
		Hires and Promotions		Short-term Goals					Long-term Goals								
		All Employees		Aboriginal Peoples													
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
04	Semi-Professionals & Technicians	2017	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		2020	2	0	0.0	0	0.0	2.4	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
05	Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
06	Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

Sierra Systems Group Inc.

[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires			Promotions			Terminations				Turnover Rate				
		All Employees		Aboriginal Peoples								All Employees		Aboriginal Peoples	All Employees	Aboriginal Peoples		All Employees		Aboriginal Peoples						
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2015	69	0	0.0	2.7	2	-2	0.0																		
	2017	41	1	2.4	2.7	1	0	90.3	3	1	33.3	0	1	1	0	0.0	0	0	0	1	0	0.0	0	0	0	1.8
08 Skilled Sales & Service Personnel	2015	6	0	0.0	1.4	0	0	0.0																		
	2017	5	0	0.0	1.4	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
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants											Goals											Comments
		Hires and Promotions					Short-term Goals			Long-term Goals														
		All Employees		Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples														
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
#	%	#	%	#	%	#	%	#	%	#	%	#	%											
07 Administrative & Senior Clerical	2017	4	1	25.0	0	0.0	2.7	925.9	2	50.0	0.0	0.0												
	2020	4	1	25.0	0	0.0	2.7	925.9	0	0.0	0.0	0.0												
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	1.4	0.0	0	0.0	0.0	0.0												
	2020	0	0	0.0	0	0.0	1.4	0.0	0	0.0	0.0	0.0												
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

Sierra Systems Group Inc.

[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees		Aboriginal Peoples						All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples					
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	%	
10	Clerical Personnel	2015	0	0	0.0	0.0	0	0	0.0																
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants											Goals											Comments
		Hires and Promotions						Short-term Goals					Long-term Goals											
		All Employees		Aboriginal Peoples				Aboriginal Peoples					Aboriginal Peoples											
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	#	%	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%
10	Clerical Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0
11	Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0
12	Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

Sierra Systems Group Inc.

[Date: 2017-12-19]



**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																	
		Workforce								Hires				Promotions				Terminations				Turnover Rate					
		All Employees	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										
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%				
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																			
	2017	0	0	0.0	0.0	0	0	0.0																			0.0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																			
	2017	0	0	0.0	0.0	0	0	0.0																			0.0
Total	2015	667	2	0.3	0.0	0	2	0.0																			
	2017	773	4	0.5	0.0	0	4	0.0	124	2	1.6	0	2	69	0	0.0	0	0	17	0	0.0	0	0	0	0	2.4	

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		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			
#	#	#	%	#	%	%	#	#	%	#				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	193	2	1.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	193	2	1.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

Sierra Systems Group Inc.

[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	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	2015	162	25	15.4	4.3	7	18	358.9																	
	2017	212	1	0.5	4.3	9	-8	11.0	22	0	0.0	1	-1	27	0	0.0	4	-4	0	0	0.0	0	0	0.0	
03 Professionals	2015	430	65	15.1	3.8	16	49	397.8																	
	2017	509	1	0.2	3.8	19	-18	5.2	97	0	0.0	4	-4	41	0	0.0	6	-6	16	0	0.0	2	-2	3.4	

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments
		Hires and Promotions		Short-term Goals				Long-term Goals				
		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	2017	49	0	0.0	1	0.0	4.3	0.0	6	0.0	0.0	0.0
	2020	49	0	0.0	1	0.0	4.3	0.0	1	0.0	0.0	0.0
03 Professionals	2017	138	0	0.0	2	0.0	3.8	0.0	15	0.0	0.0	0.0
	2020	138	0	0.0	3	0.0	3.8	0.0	2	0.0	0.0	0.0

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Sierra Systems Group Inc.

[Date: 2017-12-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis													
		All Employees						Persons with Disabilities						All Employees						Persons with Disabilities							
		#	Representation %	Availability %	Gap #	E:E Result %	Turnover Rate %	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
04 Semi-Professionals & Technicians	2015	0	0.0	0.0	0	0.0	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	6	0.0	4.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	2015	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	2015	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Data sources:

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

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

00	Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
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Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Sierra Systems Group Inc.

[Date: 2017-12-19]

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

Occupational Equity (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		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	Turnover Rate		
07 Administrative & Senior Clerical	2015	69	14.5	3.4	2	8	426.3	3	0	0.0	0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0	1.8
	2017	41	0.0	3.4	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
08 Skilled Sales & Service Personnel	2015	6	16.7	3.5	0	1	476.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	5	0.0	3.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Hires and Promotions		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		All Employees	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	
07 Administrative & Senior Clerical	2017	4	0	0.0	0	3.4	0.0	2	0.0	0.0	0.0	0.0		
	2020	4	0	0.0	0	3.4	0.0	2	0.0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	3.5	0.0	0	0.0	0.0	0.0	0.0		
	2020	0	0	0.0	0	3.5	0.0	0	0.0	0.0	0.0	0.0		
na Skilled Crafts &	2017	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

[Date: 2017-12-19]

07	Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
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Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Sierra Systems Group Inc.

[Date: 2017-12-19]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																									
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Workforce Analysis</b>																									<b>Flow Data Analysis</b>																									
Employment Equity Occupational Group (EEOG)		Year		Workforce												Hires					Promotions					Terminations					Turnover Rate																			
	Year	#	All Employees	Persons with Disabilities			Gap	E/E Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Actual	Expected	Difference	Turnover Rate																	
				Representation	Availability	Actual				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference																						
10	Clerical Personnel	2015	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0.0																				
		2017	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0.0																				
11	Intermediate Sales & Service Personnel	2015	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0.0																					
		2017	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0.0																				
12	Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0.0																					
		2017	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0.0																				

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees		Actual	Persons with Disabilities		Percent of Goal Met	Persons with Disabilities		Percent of Goal Met	
		#	%		Goal	%		Goal	%		
10	Clerical Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual	2017	0	0.0	0	0.0	0	0.0	0	0.0	



**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

[Date: 2017-12-19]

Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
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Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Sierra Systems Group Inc.

[Date: 2017-12-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EE Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0.0	
	2017	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0.0	
14 Other Manual Workers	2015	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0	
	2017	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0	
Total	2015	667	101	15.1	0	101	0	101	0.0	0	124	0	0	0	0	69	0	0.0	10	-10	17	0	0.0	3	2.4
	2017	773	2	0.3	0	2	0	2	0.0	0	124	0	0	0	0	69	0	0.0	10	-10	17	0	0.0	3	2.4

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Hires and Promotions		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities				
		All Employees	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met			
13 Other Sales & Service Personnel	2017	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
	2020	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
	2020	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
Total	2017	193	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		

Federal Contractors Program Achievement Table											
Part 6: Results - Persons with Disabilities											
Sierra Systems Group Inc.											
Date: 2017-12-19											
Total	2020	193	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires			Promotions			Terminations				Turnover Rate				
		All Employees	Visible Minorities					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								
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%	
01 Senior Managers	2015	84	5	6.0	10.1	8	-3	58.9							4	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	54	2	3.7	0.0	0	2	0.0	2	0	0.0	0	0	0	4	2	8.7	3	-1	0	0	0.0	0	0	0.0	
02 Middle & Other Managers	2015	78	10	12.8	15.0	12	-2	85.5																		
	2017	158	19	12.0	0.0	0	19	0.0	20	4	20.0	0	4	23	2	8.7	3	-1	0	0	0.0	0	0	0.0	0	0.0
03 Professionals	2015	430	80	18.6	21.6	93	-13	86.1																		
	2017	509	109	21.4	0.0	0	109	0.0	97	29	29.9	0	29	41	7	17.1	8	-1	16	2	12.5	3	-1	3.4	3.4	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants											Goals											Comments		
		Hires and Promotions						Short-term Goals					Long-term Goals													
		All Employees	Visible Minorities					Visible Minorities					Visible Minorities													
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
#	#	#	%	%	#	%	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%
01 Senior Managers	2017	6	0	0.0	1	0.0	1.0	0.0	3	0.0	0.0	0.0	3	0.0	0.0	0.0										
	2020	6	0	0.0	1	0.0	10.1	0.0	3	0.0	0.0	0.0	3	0.0	0.0	0.0										
02 Middle & Other Managers	2017	43	6	14.0	2	300.0	15.0	93.0	2	300.0	0.0	0.0	2	300.0	0.0	0.0										
	2020	43	6	14.0	3	200.0	15.0	93.0	5	120.0	0.0	0.0	5	120.0	0.0	0.0										
03 Professionals	2017	138	36	26.1	14	257.1	21.6	120.8	12	300.0	0.0	0.0	12	300.0	0.0	0.0										
	2020	138	36	26.1	22	163.6	28.0	93.2	31	116.1	0.0	0.0	31	116.1	0.0	0.0										

**Federal Contractors Program Achievement Table**

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

Sierra Systems Group Inc.

[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations				Turnover Rate		
		All Employees	Visible Minorities					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								
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%		
04	Semi-Professionals & Technicians	2015	0	0	0.0	0.0	0	0	0	0.0																
		2017	6	1	16.7	0.0	0	1	0.0		2	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
05	Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
		2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
06	Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
		2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
04	Semi-Professionals & Technicians	2017	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	2	0	0.0	0	0.0	31.1	0.0	1	0.0	0.0	0.0	
05	Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

<b>Federal Contractors Program Achievement Table</b>
<b>Part 7: Results - Members of Visible Minorities</b>
Sierra Systems Group Inc.
[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires			Promotions			Terminations				Turnover Rate			
		All Employees	Visible Minorities					EE Result	All Employees	Visible Minorities		Difference	All Employees	Visible Minorities		Difference	All Employees	Visible Minorities		Difference					
			Representation	Availability	Gap	Actual	Expected			Actual	Expected			Actual	Expected			Actual	Expected		Actual	Expected			
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	%	
07 Administrative & Senior Clerical	2015	69	10	14.5	25.8	18	-8	56.2																	
	2017	41	9	22.0	0.0	0	9	0.0	3	0	0.0	0	0	0	1	1	100.0	0	1	1	0	0.0	0	0	1.8
08 Skilled Sales & Service Personnel	2015	6	1	16.7	19.8	1	0	84.2																	
	2017	5	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	%	%	%	%	%	%	%	%	%		
07 Administrative & Senior Clerical	2017	4	1	25.0	2	50.0	25.8	96.9	2	50.0	0.0	0.0		
	2020	4	1	25.0	1	100.0	22.6	110.6	1	100.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	19.8	0.0	1	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	19.7	0.0	1	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		



<b>Federal Contractors Program Achievement Table</b>
<b>Part 7: Results - Members of Visible Minorities</b>
Sierra Systems Group Inc.
[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate			
		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							
#	#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
10 Clerical Personnel	2015	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities				Visible Minorities						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
10 Clerical Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

<b>Federal Contractors Program Achievement Table</b>
<b>Part 7: Results - Members of Visible Minorities</b>
Sierra Systems Group Inc.
[Date: 2017-12-19]

**Federal Contractors Program Achievement Table**

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

**Sierra Systems Group Inc.**

**[Date: 2017-12-19]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis																
		Workforce										Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities											
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference										
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0		0	0	0.0
Total	2015	667	106	15.9	0.0	0	106	0.0																				
	2017	773	140	18.1	0.0	0	140	0.0	124	33	26.6	0	33	69	10	14.5	11	-1	17	2	11.8	3	-1	2.4				

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants											Goals				Comments
		Hires and Promotions				Short-term Goals				Long-term Goals							
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities							
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						
#	#	#	%	#	%	%	%	#	#	%	#						
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
Total	2017	193	43	22.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
	2020	193	43	22.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0					

<b>Federal Contractors Program Achievement Table</b>
<b>Part 7: Results - Members of Visible Minorities</b>
Sierra Systems Group Inc.
[Date: 2017-12-19]

**Short-term Goal Setting Tool**  
**Sierra Systems Group Inc.**  
**18-Dec-17**

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

Employment Equity Occupational Group (EEOG)	All Employees 2017-12-19	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	54	3.0%	5	2.0%	3	8	15	2.0%	1	2	2	27.4%	27.4%	0	0	27.8%	27.1%
Middle & Other Managers	158	3.0%	14	2.0%	9	23	56	2.0%	3	13	9	38.9%	38.9%	-5	-5	35.4%	36.0%
Professionals	509	3.0%	46	2.0%	31	77	164	2.0%	10	32	26	33.5%	33.5%	-7	-6	32.2%	32.4%
Semi-Professionals & Technicians	6	3.0%	1	2.0%	0	1	1	2.0%	0	1	0	25.6%	25.6%	-1	-1	16.7%	14.3%
Supervisors			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	41	3.0%	4	2.0%	2	6	27	2.0%	2	11	5	79.9%	79.9%	-6	-6	65.9%	66.7%
Skilled Sales & Service Personnel	5	3.0%	0	2.0%	0	0	1	2.0%	0	0	0	26.6%	26.6%	0	0	20.0%	20.0%
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!

Short-term Goal Setting Tool  
Sierra Systems Group Inc.  
18-Dec-17

A Employment Equity Occupational Group (EEOG)	B Data entry from Workforce Analysis	C Date entry	D B x C x 3	E Data entry	F B x E x 3	G D + F	H Data entry from Workforce Analysis	I Equivalent to E	J H x I x 3	K (D x N) - O + J	L G x M	M Data entry	N Data entry from Workforce Analysis	O Data entry from Workforce Analysis	P (H - J + L) - ((B + D) x N)	Q H + B	R (H - J + L) + (B + D)	ABORIGINAL PEOPLES																
																		All Employees 2017/12-19		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Turnover (Replacement of Terminated Employees)		Hires Required		3 Year Goals 2017-2020		Present Availability		Present Gap
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Senior Managers	54	3.0%	5	2.0%	3	8	0	2.0%	0	0	2	2.9%	2.9%	-2	-2	0	0.0%	0.0%																
Middle & Other Managers	138	3.0%	14	2.0%	9	23	0	2.0%	0	0	3	2.2%	2.2%	-3	-3	0	0.0%	0.6%																
Professionals	509	3.0%	46	2.0%	31	77	3	2.0%	0	0	3	1.3%	1.3%	-4	-3	0	0.6%	0.7%																
Semi-Professionals & Technicians	6	3.0%	1	2.0%	0	1	0	2.0%	0	0	0	2.4%	2.4%	0	0	0	0.0%	0.0%																
Supervisors	0		0		0	0	0	0.0%	0	0	0			0	0	0	0.0%	0.0%																
Administrative & Senior Clerical Personnel	41	3.0%	0		0	0	1	2.0%	0	0	0	2.7%	2.7%	0	0	0	2.4%	2.2%																
Skilled Crafts & Trades Workers	5	3.0%	0		0	0	0	2.0%	0	0	0	1.4%	1.4%	0	0	0	0.0%	0.0%																
Clerical Personnel	0		0		0	0	0	0.0%	0	0	0			0	0	0	0.0%	0.0%																
Intermediate Sales & Service Personnel	0		0		0	0	0	0.0%	0	0	0			0	0	0	0.0%	0.0%																
Semi-Skilled Manual Workers	0		0		0	0	0	0.0%	0	0	0			0	0	0	0.0%	0.0%																
Other Sales & Service Personnel	0		0		0	0	0	0.0%	0	0	0			0	0	0	0.0%	0.0%																
Other Manual Workers	0		0		0	0	0	0.0%	0	0	0			0	0	0	0.0%	0.0%																

**Short-term Goal Setting Tool**  
**Sierra Systems Group Inc.**  
**18-Dec-17**

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

Employment Equity Occupational Group (EEOG)	All Employees 2017-12-19 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	PERSONS WITH DISABILITIES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals 2017-2020		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		#	%					
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#
Senior Managers			0		0	0		0.0%	0	0	0			0		#DIV/0!	#DIV/0!
Middle & Other Managers	212	3.0%	19	2.0%	13	32	1	2.0%	0	9	1	4.3%	4.3%	-8	-8	0.5%	0.9%
Professionals	509	3.0%	46	2.0%	31	77	1	2.0%	0	20	3	3.8%	3.8%	-18	-17	0.2%	0.7%
Semi-Professionals & Technicians	6	3.0%	1	2.0%	0	1	0	2.0%	0	0	0	4.6%	4.6%	0	0	0.0%	0.0%
Supervisors			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	41	3.0%	4	2.0%	2	6	0	2.0%	0	1	0	3.4%	3.4%	-1	-2	0.0%	0.0%
Skilled Sales & Service Personnel	5	3.0%	0	2.0%	0	0	0	2.0%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!



**Short-term Goal Setting Tool**

**Sierra Systems Group Inc.**

**18-Dec-17**

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

Employment Equity Occupational Group (EEOG)	All Employees 2017-12-19	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	%	#	%	#	%	%	#	#	%	%
Senior Managers	54	3.0%	5	2.0%	3	8	2	2.0%	0	4	1	10.1%	10.1%	-3	-3	3.7%	5.1%
Middle & Other Managers	158	3.0%	14	2.0%	9	23	19	2.0%	1	8	3	15.0%	15.0%	-5	-5	12.0%	12.2%
Professionals	509	3.0%	46	2.0%	31	77	109	2.0%	7	54	22	28.0%	28.0%	-34	-31	21.4%	22.3%
Semi-Professionals & Technicians	6	3.0%	1	2.0%	0	1	1	2.0%	0	1	0	31.1%	31.1%	-1	-1	16.7%	14.3%
Supervisors			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	41	3.0%	4	2.0%	2	6	9	2.0%	1	2	1	22.6%	22.6%	0	-1	22.0%	20.0%
Skilled Sales & Service Personnel	5	3.0%	0	2.0%	0	0	0	2.0%	0	1	0	19.7%	19.7%	-1	-1	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Sierra Systems Groups Inc.

**Primary Location:** British Columbia (44% of employees work in this province)

Other locations include:

- Alberta: 24%
- Ontario: 20%
- Manitoba: 8%
- Nova Scotia: 4%
- Saskatchewan: 0.5%

**Number of Employees:** 773

**Organization Overview:**

Sector 54 – Professional, Scientific & Technical Services

The company provides IT services and management consulting. The majority of their workforce (66%) is in EEOG 03 Professionals.

**Key Dates – First Year Assessment**

Initiated: 2015-02-06  
 Received: Unknown  
 Closed: 2015-11-16  
 WFA: 2015-02-13

**Key Dates – Subsequent Assessment**

Initiated: 2017-12-20  
 Received: 2017-12-21  
 WFA: 2017-12-19

**DATA VERIFICATION**

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

Yes  No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.
  - The availability data for members of visible minorities was not correctly included in the Achievement Table which caused gaps to not appear. The organization had set goals even though gaps did not appear.

- There were discrepancies found in the short term goals between what was included in the Achievement Table and what was indicated in the database. However, given that those included in the Achievement Table are higher than those in the database, progress will be assessed based on those.

## ASSESSMENT OF REASONABLE PROGRESS

### *Women*

2.	Middle & Other Managers	Goal met at 280%
3.	Professionals	Goal not met (56%)
7.	Administrative & Senior Clerical Personnel	Goal not required
8.	Skilled Sales & Service Personnel	Goal not met (0%)

#### Assessment/Observations

- In EEOG 03, the goal was to hire 27 women and 15 were hired. There were 138 new entrants in this EEOG which represents a hiring rate of women of 10.9%. This is short of the group's availability which was 42.1% in 2015.
- A goal is not required in EEOG 07 given that women were represented at 66.7%
- There was no new entrant in EEOG 08.

### *Aboriginal Peoples*

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal not met (0%)
3.	Professionals	Goal met at 100%
7.	Administrative & Senior Clerical Personnel	Goal met at 926%

#### Assessment/Observations

- Out of six new entrants in EEOG 01, none were Aboriginal. This is to be expected given the availability of 2.9%.
- Out of 43 new entrants in EEOG 02, none were Aboriginal. This is expected given availability of 2.2%.

### *Person with Disabilities*

#### Assessment/Observations

- There were no gaps for persons with disabilities in the previous workforce analysis.

### *Members of Visible Minorities*

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal met at 300%
3.	Professionals	Goal met at 257%
7.	Administrative & Senior Clerical Personnel	Goal met at 97%

**Assessment/Observations**

- In EEOG 01, out of six new entrants, none were members of visible minorities. This is to be expected given a the availability rate of 10.1%

**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 12 goals set, seven are considered met.
  - For many instances where the goal was not met, there was insufficient hiring and promotion opportunities in each respective occupational group to expect that reasonable progress would be made. This is the case for women in EEOG 08, Aboriginal peoples in EEOGs 01 and 02, and members of visible minorities in EEOG 01.
  - For these goals and for the one for women in EEOG 03, it is reasonable to expect that additional progress could have been made should the company have had a full three years to achieve its goals. In this case, only two years elapsed between the closing of the initial assessment and the current assessment.

**ASSESSMENT OF SHORT-TERM GOALS**

- For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.

**Women**

- A goal equal to availability has been set to address under-representation in every EEOG where a gap was found: EEOGs 02, 03, 04 and 07.
- In EEOG 07 Administrative & Senior Clerical, a goal of 79.9% has been set. A goal is not required in this EEOG given that the representation of women is currently 65.9%.

**Aboriginal Peoples**

- A goal equal to availability has been set to address under-representation in every EEOG where a gap was found: EEOGs 02 and 03.

**Persons with Disabilities**

- A goal equal to availability has been set to address under-representation in every EEOG where a gap was found: EEOGs 01/02, 03 and 07.

**Members of Visible Minorities**

- A goal equal to availability has been set to address under-representation in every EEOG where a gap was found: EEOGs 01, 02, 03, 04 and 08.

**RECOMMENDATION**

I recommend that the employer be found:

- in compliance     in non-compliance

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

- We note that you have set a goal of 79.9% for women in the Administrative & Senior Clerical occupational group. Given that the representation of women exceeds 50%, a goal is not required in this occupational group.

**Name of Analyst:** Annick Léger

**Date:** January 19, 2018

## Nyirasafari, Ange AN [NC]

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**From:** Yakibonge, Maurice [NC] on behalf of EE-EME  
**Sent:** February 4, 2018 12:24 PM  
**To:** 'stephaniehollingshead@sierrasystems.com'  
**Cc:** 'kimcampbell@sierrasystems.com'  
**Subject:** Government of Canada Agreement Number: 100081 – Notification of Compliance with the Federal Contractors Program

Dear Ms. Hollingshead:

I am writing to inform you that the subsequent compliance assessment initiated on December 20, 2017 has been completed. As a result of the assessment, Sierra Systems Groups 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:

- We note that you have set a goal of 79.9% for women in the Administrative & Senior Clerical occupational group. Given that the representation of women exceeds 50%, a goal is not required in this occupational group. This practice is meant to address occupational segregation and ensures that these occupations are welcoming of both men and women.

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 December 20, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Sierra Systems Groups 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@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Sierra Systems Groups 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](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)** en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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