

Employment and Emploi et Social Development Canada Développement social Canada

OFFICIAL USE	ONLY
Agreement	***************************************

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

·	*			• *	
New Agreement					
Revised Agreement					
	ORGA	INIZATION	\$		
Legal Name of Organization			Parent company is	located outside	Canada
Sierra Systems Group Inc.			7	Yes	□No
***************************************			Keine	1	
Operating Name (if different from Legal Name of Organiza	ation)		Procurement Bus	iness Number	······································
			Total number of em		ada 718
Organization's North American Industry Classification Sys	tom (NIAICS) Code	, NIO	(Full-Time/Part-Tim		Code Number please
541510	tem (tvMiCO) Code	2 1.9	visit: http://www.sta	atcan.gc.ca/sub	jects-sujets/standard-
			norme/naics-scian/	2002/naics-scia	in02I-eng.htm
Official use only (if information above is incorrect)	Tratef washing			- Canadan Hanta	NAICC Code No
Procurement Business Number	Total number of	employees in Canada	a	Organization's	NAICS Code No
	1				
	HEAI	D OFFICE			
Address (building number, street, suite, etc.) #2500 - 1177 West Hastings Street		City		Province BC	Postal Code V6E 2K3
		Vancouver Telephone Number		Fax Number	V06 200
		604.688.1371		604.688.	6482
					~~~~
	MPLOYMENT	EQUITY CONTA	ACT		
Name (print)		Title			
Tina Exarchoulis Telephone Number		Sr. HR Manag E-mail Address	er		
604.692.4612			ılis@sierrasy	stems com	<b>)</b>
					x
	CERT	IFICATION			
The above-named organization:		ern no by bowle	# 5 <b> V</b> e	1.75	pozobodu o Scarda ar
<ul> <li>having a combined workforce of 100 or more pe 12 weeks or more in Canada, AND</li> </ul>	rmanent ruii-time	e, permanent part-	time and temporar	y employees	naving worked
<ul> <li>intending to bid on, or being in receipt of, a fede</li> </ul>	ral government o	goods or services of	contract, standing	offer or contra	ict issued under a
Supply Arrangement, valued at \$1,000,000 or m		•			
Hereby certifies its commitment to implement or mai					
instrument, in keeping with the Federal Contractors			nformation on how	to implemen	t employment equity
please refer to: http://www.esdc.gc.ca/eng/labour/eq	juanty/icp/index.	SHUH			
Important note: If an audit of the Agreement to Imp			ers misrepresentati	ion on the par	t of the organization,
the procurement instrument(s) with the Government	or Canada may	pe terminated.			
	SIGI	VATORY			
NOTE: The signatory must be the Chief Executive	Officer <b>OR</b> an au	ithorized person in	an executive posi	tion with lega	I authority to sign a
contract on behalf of the organization.		***************************************		•	
Name (print)		Title			
Stephanie Hollingshead		VP Human Res	ources		
Telephone Number	2000	E-mail Address	lingahandani		
604.891.6202		Date	lingshead@si	cirasyste	mo.Com
		reb X	7,201	<u> </u>	
	RETURNU	NSTRUCTIONS			
	1,500,400,1018 11				
IMPORTANT					
<ul> <li>The original copy of the signed Agreement to at: (819) 953-8768 or by e-mail at: ee-eme@h</li> </ul>			form must be se	nt to the Lab	our Program fax,

008667

### Employment and

### 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 selfidentification 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 underrepresentation 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 underrepresentation 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 emloyed 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 layoff 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				Cens	us 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 Ca	nada <b>•</b>			773	Winnipeg	60	3	0	63
, ,					Ottawa - Gatineau	62	1	0	63
					Victoria	148	19	1	168
					Total Emplo	yees in Canada	•		773



### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group			All Employee:			original Peor			ns with Disa	bilities		s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	1		1									
Top Range: \$100,000 and over	3	4	3	1							1	1	
Bottom Range: \$100,000 and over	2	18	14	4									
	1	28	20	8							1		1
	Total	51	37	14							2	1	1
Middle and Other Managers	4	8	4	4							1	1	
Top Range: \$100,000 and over	3	60	49	11							9	8	1
Bottom Range: \$ 55,000 - \$59,999	2	65	39	26				1	1		4	2	2
	1	12	6	6							2		2
	Total	145	98	47				1	1		16	11	5
Professionals	4	6	6										
Top Range: \$100,000 and over	3	80	64	16							14	10	4
Bottom Range: \$ 45,000 - \$49,999	2	288	200	88	2		2	1	1		62	42	20
	1	102	59	43							30	16	14
	Total	476	329	147	2		2	1	1		106	68	38
Semi-Professionals and Technicians	4	2	2										
Top Range: \$ 95,000 - \$99,999	3												
Bottom Range: \$ 60,000 - \$64,999	2	2	2										
	1	2	1	1							1		1
	Total	6	5	1							1		1

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Form 2 A

Occupational Group		Α	All Employees		Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	bilities	Member	Members of Visible Minorities	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4	ယ	2	_							_		_
Top Range: \$100,000 and over	သ	7	4	з							2	2	
Bottom Range: \$ 35,000 - \$39,999	2	15	5	10	1		1				2	1	1
	1	13	3	10							4	2	2
	Total	38	14	24	1		1				9	5	4
Skilled Sales and Service Personnel	4	1	1										
Top Range: \$100,000 and over	3	1		1									
Bottom Range: \$ 90,000 - \$94,999	2	2	2										
	1	1	1										
	Total	5	4	1									
Total Number of Employees		721	487	234	3		3	2	2		134	85	49

Employment and Social Emploi et Développement
Development Canada social Canada

### 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		,	All Employee:	S		original Peo _l	oles	Perso	ons with Disa	bilities	Member	s of Visible N	Minorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 90,000 - \$94,999	2												
	1	2	1	1									
	Total	3	2	1									
Middle and Other Managers	4	4	2	2									
Top Range: \$100,000 and over	3	5	2	3									
Bottom Range: \$ 50,000 - \$54,999	2	1		1							1		1
	1	3		3							2		2
	Total	13	4	9							3		3
Professionals	4	3	2	1									
Top Range: \$100,000 and over	3	4	3	1									
Bottom Range: \$ 40,000 - \$44,999	2	9	3	6									
	1	11	4	7							2	1	1
	Total	27	12	15							2	1	1
Administrative and Senior Clerical Personnel	4	1		1									
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	2		2									
	Total	3		3									

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

Total Number of Employees	Col. 1	Salary Range	Occupational Group
		QTR	
46	Col. 2	Total	4
18	Col. 3	Men	All Employee:
28	Col. 4	Women	s
	Col. 5	Total	Ab
	Col. 6	Men	original Peoples
	Col. 7	Women	oles
	Col. 8	Total	Perso
	Col. 9	Men	Persons with Disabilities
	Col. 10	Women	bilities
5	Col. 11	Total	Member
_	Col. 12	Men	Members of Visible Minorities
4	Col. 13	Women	linorities

Page 4 of 5

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / National

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

Occupational Group		A	All Employees	3	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4	2	1	1	1		1						
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$ 90,000 - \$94,999	2	1	1								1	1	
	1	2	1	1									
	Total	6	4	2	1		1				1	1	
Total Number of Employees		6	4	2	1		1				1	1	

Canada

Form 3 A

### Sierra Systems Group Inc. (certificate # 100081)

### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

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

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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
Total Number of Employees	721	487	234	3		3	2	2		134	85	49

Canada

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

Total Number of Employees	\$ 50,000 and over	\$ 40,000 - \$49,999		Salary Range		
46	41	5	Col. 1			
81	17	1	Col. 2	Men	All Employees	
28	24	4	Col. 3			
			Col. 4	Total	A	
			Col. 5	Men	Aboriginal Peoples	
			Col. 6	Women	es	
			Col. 7	Total	Pers	
			Col. 8	Men	Persons with Disabilities	
			Col. 9	Women	oilities	
5	5		Col. 10		Membe	
1	1		Col. 11	Men	Members of Visible Minorities	
4	1 4		Col. 12	Women	inorities	

### Form 3 C

### Sierra Systems Group Inc. (certificate # 100081)

### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Temporary / National

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 50,000 and over	6	4	2	1		1				1	1	
Total Number of Employees	6	4	2	1		1				1	1	

Canada

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

		All Employees		А	boriginal Peop	les	Pers	sons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	17	11	6							3	2	1
Professionals	95	64	31	1		1				29	17	12
Semi-Professionals and Technicians	2	2										
Administrative and Senior Clerical Personnel	3		3	1		1						
Total Number of Employees Hired	119	79	40	2		2				32	19	13

Form 4 B

### Sierra Systems Group Inc. (certificate # 100081)

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2015-02-13 to 2017-12-19

		All Employees		A!	Aboriginal Peoples	es	Pers	Persons with Disabilities	llities	Membe	Members of Visible Minorities	norities
Occupational Group		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	3	1	2							1		1
Professionals	2	1	1									
Total Number of Employees Hired	5	2	3							1		1

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / National

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	4	2	2	1		1						
Total Number of Employees Hired	4	2	2	1		1						

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported on	nly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
Occupational Group		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible M	norities
Оссиранопа Огоир	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	4	4										
Middle and Other Managers	20	10	10							2	1	1
Professionals	41	28	13	1		1				7	2	5
Administrative and Senior Clerical Personnel	1		1							1		1
Total Number of Employees Promoted	66	42	24	1		1				10	3	7
Total Number of Promotions	66	42	24	1		1				10	3	7

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / National

	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	3	1	2									
Total Number of Employees Promoted	3	1	2									
Total Number of Promotions	3	1	2									

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	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									
Total Number of Employees Terminated	17	10	7							2	1	1

### Workplace Equity Information Management System - Sierra Systems Group Inc.

### **Workforce Analysis - Detailed Report**

Date: 2017-12-19

### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	54	15	27.8 %	27.4 %	15	0	National
02 : Middle and Other Managers	National	158	56	35.4 %	38.9 %	61	-5	National
03 : Professionals		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
04 : Semi-Professionals and Technicians		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
07 : Administrative and Senior Clerical Personnel		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
08 : Skilled Sales and Service Personnel		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



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Workplace Equity Information Management System - Sierra Systems Group Inc.

008687

### Workforce Analysis - Detailed Report

Date: 2017-12-19

### Women

Total	Employment Equity Occupational Group Internal Location All Employees
773	oyees #
264	Representation
264 34.1 % 36.5 %	٠ •
36.5 %	Women Availability % #
283	ability #
-19	Gap #
	Recruitment Area

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

Total may not equal sum of components due to rounding.



2017-12-19

### Workplace Equity Information Management System - Sierra Systems Group Inc.

### **Workforce Analysis - Detailed Report**

Date: 2017-12-19

### **Aboriginal Peoples**

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



Workplace Equity Information Management System - Sierra Systems Group Inc.

### Workforce Analysis - Detailed Report

008689

Date: 2017-12-19

### **Aboriginal Peoples**

Total	Employment Equity Occupational Group
	Internal Location
773	All Employees #
4	Abo Representation # %
4 0.5% 1.7%	Aborigi ntation %
1.7 %	Aboriginal Peoples tion Availabilit % %
13	ability #
-9	Gap #
	Gap Recruitment Area

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

Total may not equal sum of components due to rounding.

2017-12-19 Page 4 of 9



### Workplace Equity Information Management System - Sierra Systems Group Inc.

### **Workforce Analysis - Detailed Report**

Date: 2017-12-19

### **Members of Visible Minorities**

				Members o	f Visible Min	orities	
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		· -	ap Recruitment Area
		#	#	%	%	#	#
01 : Senior Managers	National	54	2	3.7 %	10.1 %	5	-3 National
02 : Middle and Other Managers	National	158	19	12.0 %	15.0 %	24	-5 National
03 : Professionals		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
04 : Semi-Professionals and Technicians		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
07 : Administrative and Senior Clerical Personnel		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
08 : Skilled Sales and Service Personnel		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



Workplace Equity Information Management System - Sierra Systems Group Inc.

008691

### Workforce Analysis - Detailed Report

Date: 2017-12-19

### **Members of Visible Minorities**

	4	184	23.8 %	140 18.1 % 23.8 %	140	773		Total
Recruitment Area	Gap #	Minorities Availability #	Members of Visible Minorities sentation Availabilit	Members of Representation # %	Repres #	All Employees #	Internal Location	Employment Equity Occupational Group

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

Total may not equal sum of components due to rounding.

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2017-12-19



### Workplace Equity Information Management System - Sierra Systems Group Inc.

### **Workforce Analysis - Detailed Report**

Date: 2017-12-19

### **Persons with Disabilities**

				Persons	with Disabili	ties		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	212	1	0.5 %	4.3 %	9	-8	National
03 : Professionals	National	509	1	0.2 %	3.8 %	19	-18	National
04 : Semi-Professionals and Technicians	National	6	0	0.0 %	4.6 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	41	0	0.0 %	3.4 %		-1	National
08 : Skilled Sales and Service Personnel	National	5	0	0.0 %	3.5 %	0	0	National
Total		773	2	0.3 %	3.9 %	29	-27	
1000		110	_	0.0 /0	0.0 /0	20	41	

Total may not equal sum of components due to rounding.

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



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Workplace Equity Information Management System - Sierra Systems Group Inc.

008693

### Workforce Analysis - Detailed Report

Date: 2017-12-19

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	<b>Employment Equity Occupational Group</b>
NOC	NOC	EEOG	EEOG	Perform Analysis By
Provincial	National	National	National	Recruitment Area

08 : Skilled Sales and Service Personnel

07: Administrative and Senior Clerical Personnel

NOC

CMA

**Provincial** 

Workplace Equity Information Management System - Sierra Systems Group Inc.

008694

### Workforce Analysis - Detailed Report

Date: 2017-12-19

### WFA Defaults - Persons with Disabilities

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

### Workplace Equity Information Management System - Sierra Systems Group Inc.

### **Workforce Analysis - Summary Report**

Date: 2017-12-19

### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	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	
Total	773	264	34.1 %	36.5 %	283	-19	

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

### **Aboriginal Peoples**

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

Total may not equal sum of components due to rounding.

2017-12-19

Workplace Equity Information Management System - Sierra Systems Group Inc.

### **Workforce Analysis - Summary Report**

Date: 2017-12-19

### **Members of Visible Minorities**

			Members o	f Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	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	
Total	773	140	18.1 %	23.8 %	184	-44	

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

### **Persons with Disabilities**

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

Total may not equal sum of components due to rounding.

2017-12-19

### Workplace Equity Information Management System - Sierra Systems Group Inc.

### **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



Workplace Equity Information Management System - Sierra Systems Group Inc.

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## **Workforce Analysis - Summary Report**

Date: 2017-12-19

### WFA Defaults - Persons with Disabilities

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

### **Federal Contractors Program Achievement Table**

Part 1: Workforce Analysis

Sierra Systems Group Inc.

[Date: 2017-12-19]

### **Data from Previous Workforce Analysis**

Date of Pi	evious Workford	e Analysis
YYYY	MM	DD
2015	02	13

<u>_</u>		
Data from	Current Workfo	rce Analysis

Date of C	urrent Workford	e Analysis
YYYY	MM	DD
2017	12	19

		Т	Table 1: Womei	n
		Previo	ous Workforce An	alysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Wor	nen
Embio	yment Equity Occupational Group (EEOG)		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
Total		667	227	0.0

7	Table 5: Women	l
Curro	ent Workforce Ana	ılysis
All Employees	Won	nen
	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
773	264	0.0

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	2011 National Household Survey			

### Federal Contractors Program Achievement Table Part 1: Workforce Analysis Sierra Systems Group Inc. [Date: 2017-12-19]

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	Table	Table 2: Aboriginal Peoples	'eoples
	Previo	Previous Workforce Analysis	alysis
Tour Carry Company (FFO)	All Employees	Aboriginal Peoples	il Peoples
byment Eduity Occupational Group (EEOG)		Representation	*Availability
	#	#	%
Senior Managers	84	1	6.2
Middle & Other Managers	78	0	2.2
Professionals	430		1.6
Semi-Professionals & Technicians	0	0	0.0
Supervisors	0	0	0.0
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	69	0	2.7

**Employment Equity Occupational Gr** 

Table	1101
Table 6: Aboriginal Peoples	ī
'eoples	1.7

Curre	Current Workforce Analysis	alysis
All Employees	Aboriginal Peoples	l Peoples
	Representation	Availability*
#	#	%
54	0	2.9
158	0	2.2
509	G.	1.3
6	0	2.4
0	0	0.0
0	0	0.0
41	1	2.7
5	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
773	4	0.0

* Source:

667

Total

Other Manual Workers

Other Sales & Service Personnel Semi-Skilled Manual Workers

01 02 03 03 04 05 06 06 07 07 07 08 08 11 11 12

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

0

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100

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Clerical Personnel

Intermediate Sales & Service Personnel

2011 National Household Survey

* Source:

2011 National Household Survey

Part 1: Workforce Analysis

Sierra Systems Group Inc.

[Date: 2017-12-19]

### **Data from Previous Workforce Analysis**

Data from C	urrent Workfo	orce Analysis
$\downarrow$	<b>\</b>	<b>\</b>

Date of P	revious Workforc	e Analysis
YYYY	MM	DD
2015	02	13

2017	12	19
YYYY	MM	DD
Date of C	urrent Workforce	e Analysis

		Table 3: Me	mbers of Visibl	e Minorities
		Previ	ous Workforce An	alysis
Emple	syment Equity Occupational Crown (FEOC)	All Employees	Members of Vis	ible Minorities
Embr	oyment Equity Occupational Group (EEOG)		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
Total		667	106	0.0

Table 7: Me	mbers of Visible	e Minorities
Curre	ent Workforce Ana	ılysis
All Employees	Members of Vis	ible 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

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# Federal Contractors Program Achievement Table Part 1: Workforce Analysis Sierra Systems Group Inc. Date: 2017-12-19

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YYYY	Date	<b>←</b>
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Data from Current Workforce Analysis

		- 14: - ·	
	Table 4. 1	Table 4: 1 etsolls with Disabilities	Sabilities
	Previo	Previous Workforce Analysis	alysis
	All Employees	Persons with Disabilities	Disabilities
Dyment Equity Occupational Group (EEOG)		Representation	Availability*
	#	#	0%
Managers	162	25	4.3
Professionals	430	65	3.8
Semi-Professionals & Technicians	0	0	0.0
Supervisors	0	0	0.0
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	69	10	3.4
Skilled Sales & Service Personnel	6		3.5
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	0	0	0.0
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

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Curre	Current Workforce Analysis	alysis
l Employees	Persons with Disabilities	Disabilities
	Representation	Availability*
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### Part 2: Flow Data Analysis

### Sierra Systems Group Inc.

[Date: 2017-12-19]

Start	Date of Flow	Data
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2015	02	13

End l	Date of Flow	Data
YYYY	MM	DD
2017	12	19

### Data from Form 4 - Employees Hired

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Promoted
Duamatad

**Data from Form 6 - Employees** Terminated

			Table 1:	Women	
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group OG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#
01	Senior Managers	2	0	0	0
02	Middle & Other Managers	17	0	3	2
03	Professionals	95	1	2	1
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
Tota		119	2	5	3

	Table 5:	Women		
Full-time / National Part-time / National				
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
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	Table 9:	Women		
Full-time / National		Part-time / National		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
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Part 2: Flow Data Analysis

Sierra Systems Group Inc.

[Date: 2017-12-19]

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Data from Form 4 - Employees Hired

**Table 2: Aboriginal Peoples** 

Full-time / National

Part-time / National

33							
	Em ₁	Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Emp Prom
			#	#	#	#	#
	01	Senior Managers	2	0	0	0	
	02	02 Middle & Other Managers	17	0	3	0	
	03	03 Professionals	95	1	2	0	
	04	04 Semi-Professionals & Technicians	2	0	0	0	
	05	05 Supervisors	0	0	0	0	
	90	06 Supervisors: Crafts & Trades	0	0	0	0	
	07	07 Administrative & Senior Clerical Personnel	သ	_	0	0	
	80	08 Skilled Sales & Service Personnel	0	0	0	0	
	09	09 Skilled Crafts & Trades Workers	0	0	0	0	
	10	10 Clerical Personnel	0	0	0	0	
	Ξ	Intermediate Sales & Service Personnel	0	0	0	0	
	12	Semi-Skilled Manual Workers	0	0	0	0	
	13	13 Other Sales & Service Personnel	0	0	0	0	
	14	14 Other Manual Workers	0	0	0	0	
_							

Total

119

2

Data from Form 5 - Employees Promoted

Tab	Table 6: Aboriginal	iginal Peoples	oles	
Full-time / National	/National	Part-time / National	/National	
l Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples 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	
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Terminated	
	1979 Irom Form 5 - Employees

0	#	All Employees Terminated	Full-time
>	#	Aboriginal Peoples Terminated	Full-time / National
0	#	All Employees Terminated	ime / National Part-time / Nat
>	#	Aboriginal Peoples Terminated	Zinal Peoples Part-time / National

Employees	Employees Aboriginal Peoples	All Employees Peoples	Aboriginal Peoples
#	#	#	#
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
17	0	0	0

### Part 2: Flow Data Analysis

### Sierra Systems Group Inc.

[Date: 2017-12-19]

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2015	02	13
YYYY	MM	DD
Start	Date of Flow	Data

2017	12	19
End	Date of Flow	Data
YYYY	MM	DD

### Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

### Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Full-time / National Part-time / National

r un time	, : vacionai	I are time	/ italionai
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
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### Data from Form 6 - Employees Terminated

Table 1	1. Person	s with Disa	hilities
Full-time		Part-time	
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
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0	0	0	0
0	0	0	0
0	0	0	0
17	0	0	0

	1 avic	J. 1 CI SUIIS	WITH DISA	Diffues
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	2	0	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

119

Total

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Part 2: Flow Data Analysis

Sierra Systems Group Inc.

[Date: 2017-12-19]

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Data from Form 4 - Employees Hired

Table 4: Members of Visible Min

Full-time / National

Part-time / N

Employment Equity Occupational Group (EEOG)

All Employees

Visible Minorities Members of

All Employees

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E E E	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	lembers of Visible Minorities Hired
<u>a</u>	/ Nation	Part-time / National	/ National	Full-time / National	ational
les 1	inorit	of Visible Minorities	Members o	Table 8:	orities
		•	•	)	•

Total

14 Other Manual Workers

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

11 Intermediate Sales & Service Personnel

09 | Skilled Crafts & Trades Workers 08 Skilled Sales & Service Personnel

10 Clerical Personnel

07 Administrative & Senior Clerical Personnel

06 Supervisors: Crafts & Trades

05 Supervisors

04 | Semi-Professionals & Technicians

03 Professionals

02 Middle & Other Managers

2 17 95 2

Senior Managers

### Data from Form 5 - Employees Promoted

Data from Form 6 - Employees

Terminated

**Table 12: Members of Visible Minorities** 

0	0	2	17
0	0	0	0
0	0	0	0
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0	0	0	0
0	0	0	0
0	0	0	0
0	0	2	16
0	0	0	0
0	0	0	0
#	#	#	#
Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated	Il Employees Ferminated
/ National	Part-time / National	/ National	Full-time / National

### Part 3: Goals

### Sierra Systems Group Inc.

[Date: 2017-12-19]

### Data from Previous Goals ↓ ↓ ↓ ↓ ↓

Da	ata from C	Current Go	als
<b>1</b>	$\overline{\downarrow}$	1	<b>1</b>

Short	-term	Long	-term
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

D	Ouration of C	Current Goa	ls
Short	-term	Long	-term
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

			Table 1:	Women men	
Emple	oyment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-ter	m 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
Total		0	0.0	0	0.0

	Table 5: \	Women	
	Wom	en	
Short-tern	ı 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
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## Federal Contractors Program Achievement Table Sierra Systems Group Inc. [Date: 2017-12-19] Part 3: Goals

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2022	YYY	To	n	
2022	YYYY	To	n	
2022	YYYY	To	n	
2022	YYYY	To	n	
2022	YYYY	To	n	

	Tab	le 2: Abor	Table 2: Aboriginal Peoples	ples
		Aboriginal Peoples	d Peoples	
oyment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	m Goals
	#	9/0	#	%
Senior Managers	0	2.9	2	0.0
Middle & Other Managers	0	2.2	2	0.0
Professionals	1	1.6	6	0.0
Semi-Professionals & Technicians	0	0.0	0	0.0
Supervisors	0	0.0	0	0.0
Supervisors: Crafts & Trades	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	0	2.7	2	0.0
Skilled Sales & Service Personnel	0	1.4	0	0.0
Skilled Crafts & Trades Workers	0	0.0	0	0.0
Clerical Personnel	0	0.0	0	0.0
Intermediate Sales & Service Personnel	0	0.0	0	0.0
Semi-Skilled Manual Workers	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0
	0	0.0	0	0.0

02 03 04 05 06 06 07 07 07 08 08 11 11 11 11 11 11

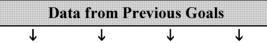
Abori-term Goals	Aboriginal Peoples Goals Long-	Aboriginal Peoples  -t-term Goals  Long-term Goals	m Goals
#	%	#	%
0	2.9	2	0.0
_	2.2	3	0.0
_	1.3	رن دن	0.0
0	2.4	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	2.7	0	0.0
0	1.4	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0

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### Part 3: Goals

### Sierra Systems Group Inc.

[Date: 2017-12-19]



D	ata from C	Current Go	als
1	<b>\</b>	1	<b>\</b>

D	uration of P	revious Goa	ls
Short	-term	Long	-term
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

V VVVV	VVVV
FIUII	10
From	To
Lon	g-term

				with Disabi	lities
Emplo	wment Fauity Oceanational Crown (FFOC)		ersons with		Cools
Empio	yment Equity Occupational Group (EEOG)	Short-tern #	1 Goals	Long-term #	%
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
Total		0	0.0	0	0.0

Table 7:	Persons v	with Disab	ilities
Po	ersons with	Disabilities	
Short-tern	Goals	Long-term	Goals
#	%	#	%
1	4.3	1	0.0
3	3.8	2	0.0
0	4.6	0	0.0
0	0.0	0	0.0
0	0.0	o	0.0
0	3.4	2	0.0
0	3.5	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	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** Sierra Systems Group Inc. [Date: 2017-12-19] Part 3: Goals

YYYY	YYYY	YYYY	YYYY
To	From	To	From
-term	Long-term	-term	Short-term
ls	<b>Duration of Previous Goals</b>	uration of P	D
<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>
als	Data from Previous Goals	ta from Pi	Da

2015

2018

2015

2020

		1
AAAA + AAAA	AAAA A	YYYY
From To	To 1	From
Long-term	-term	Short-term

**Data from Current Goals** 

		Table 4: N	1embers o	Table 4: Members of Visible Minorities	inorities	Table 8: I	able 8: Members of V	if Vi
		Mei	nbers of Vis	Members of Visible Minorities	es	Me	Members of Visible	sible
Empl	<b>Employment Equity Occupational Group (EEOG)</b>	Short-term Goals	m Goals	Long-term Goals	n Goals	Short-ter	Short-term Goals	1
		#	%	#	%	#	0%	
10	Senior Managers	1	1.0	3	0.0	1	10.1	
02	Middle & Other Managers	2	15.0	2	0.0	ပ	15.0	
03	Professionals	14	21.6	12	0.0	22	28.0	
04	Semi-Professionals & Technicians	0	0.0	0	0.0	0	31.1	
05	Supervisors	0	0.0	0	0.0	0	0.0	
90	Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	
07	Administrative & Senior Clerical Personnel	2	25.8	2	0.0		22.6	
08	Skilled Sales & Service Personnel	0	19.8		0.0	0	19.7	
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0	
13	Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	0	0.0	
Total		0	0.0	0	0.0	0	0.0	

ies	Table 8: Me	Members of Vi	Table 8: Members of Visible Minorities  Members of Visible Minorities	Ainorities ties
	Short-term Goals	m Goals	Long-ter	Long-term Goals
	#	9%	#	%
0.0	1	1.01	3	0.0
0.0	3	15.0	5	0.0
0.0	22	28.0	31	0.0
0.0	0	31.1	1	0.0
0.0	0	0.0	0	0.0
0.0	0	0.0	0	0.0
0.0		22.6	1	0.0
0.0	0	19.7	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	0	0.0
0.0	0	0.0	0	0.0
0.0	0	0.0	0	0.0
0 0	0	0.0	0	0.0

									Feder	al Con	tractors	Progr	am Acl	nieveme	nt Tab	le									
											Part 4:	Results	s - Won	nen											
										S	ierra S	ystems	Group	Inc.											
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A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y	Z
Data :	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷ K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	PxF÷100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	UxF÷100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
			↓	Ţ	↓	Ţ	Ţ	1	1	<b>V</b>	Ţ	Ţ	1	1	Ţ	↓	1	Ţ	1	1	<b>↓</b>	<b>1</b>	Ų.	↓	1
					Work	force A	nalysis									Fl	ow Dat	a Anal	/sis						
	ployment Equity upational Group	Year			V	Vorkfore					ı	Hires				P	romotio						nations		1
	OG)		All Employees	Represe	ntation	Wor Availa		Gap	EE Result	All Employees	Act		men E-montad	Difference	All Employees	Δ.	tual	Francisco	Difference	All Employees	Ac	ual	Expected	Difference	Turnover Rate
		#	#	# I	%	%	#	Gap #	%	#	#	%	Expected #	#	H	#	.uai %	Expected #	#	#	#	uai %	Expected #	#	%
01	Senior Managers	2015	84	24	28.6	27.4	23	1	104.3																
01	Senior Managers	2017	54	15	27.8	27.4	15		101.4	2	0	0.0	1	-1	4	0	0.0	1	-1	. 0	0	0.0	0	0	0.0
02	Middle & Other	2015	78	21	26.9	38.9	30		07.2			100			22										
	Managers	2017 2015	158 430	56 135	35.4 31.4	38.9 42.1	61 181	-5 -46		20	2	10.0	8	-6	23	12	52.2	6	6	0	0	0.0	0	0	0.0
03	Professionals	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
200000000000000000000000000000000000000				1				grannamunamunam		panionanionanion				·											
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												
<u></u>			1	<b>1</b>	Ţ	Ţ	1	↓ ↓	↓ ↓	<b>1</b>	Ţ	Ţ	Ţ	i											
			Nev	v Entra	nts				Go	als															
Em	ployment Equity	Year	Hires a	nd Prom	otions		Short-te	rm Goal	S		Long-ter	m Goals	S												
	upational Group	rear	All	Won	nen			men			Wo	men							Com	ments					
(EE	OG)		Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	9/0	Ħ	%	%	%	#	#	%	#												
01	Senior Managers	2017	6	0	0.0	4	0.0	27.4	0.0	2	0.0	0.0	0.0												
$\vdash$	Middle & Other	2020 2017	43	0 14	32.6	5	280.0	27.4 38.9	0.0 83.7	0	0.0 175.0	0.0	0.0												
02	Managers	2017	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		0.0	0.0												
0.5	1 1010551011415	2020	138	15	10.9	26	57.7	33.5	32.4	6	250.0	0.0	0.0										— Pao	e 13 of 5	<del>51</del>

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	# # # 96 % # # % # # % # #										Ħ	#	%	#	#	#	#	%	#	#	%				
04	04 Semi-Professionals & 2015 0 0 0.0 0.0 0 0 0.0 0 0 0.0																								
	Technicians	2017 2015	6	1 0	16.7	25.6 0.0	0		65.1 0.0	2	0	0.0	1	-1	0	0	0.0	0	0	0	0	0.0	0	C	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
06	Supervisors: Crafts &	2015	0	0	0.0	0.0	0	0	0.0																
	Trades	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	C	0.0
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	oloyment Equity	Year	Hires	and Pron				rm Goals ^{men}	3		Long-ter	rm Goals ^{men}	i						-						
	upational Group OG)		All Employees	Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						Com	ments					
		#	#	#	%	#	%	%	%	#	#	%	#												
04	Semi-Professionals &	2017	2	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0												
H	Technicians	2020	2	0	0.0	0	0.0		0.0	1	0.0	0.0	0.0												
05	Supervisors	2017 2020	0	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0												
06	Supervisors: Crafts &	2017	0	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0												
00	Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										D.	<del>c 15 of 3</del>	-1

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Data sourc	ces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	0 P x F ÷ 10	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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		#	#	#	%	%	#	#	%	#	#	%	#	#	Ħ	#	%	#	#	#	#	%	#	#	%
1071	Iministrative &	2015	69	46	66.7	80.0	55	-9	83.3																
$\vdash$	nior Clerical	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
	illed Sales & rvice Personnel	2015 2017	5	1	16.7 20.0	27.0 26.6	1	-1	61.7 75.2	0	0	0.0	0	0	0	0	0.			0	0	0.0	0	0	0.0
$\vdash$	illed Crafts &	2015	0	0	0.0	0.0	0	0	0.0			010							, ,						
Tra	ades 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
] 			Part 2:	Part 2:				,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	E	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Ī	,													
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	yment Equity	Year	Hires :	and Pron		!	Short-te		S		Long-ter		s												
Occup: (EEOC	ational Group		All Employees	Wor			Wor Percent of		Percent of		Wo Percent of	men	Percent of						Com	ments					
`	,		#	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Ad	Iministrative &	# 2017	4	# 2	50.0	# 6	33.3	% 80.0	% 62.5	# 9	# 22.2	0.0	0,0												
1.07.1	nior Clerical	2020	4	2	50.0	5	40.0	79.9	62.6	6	33.3	0.0													
1 ()× 1	illed Sales &	2017	0	0	0.0	1	0.0	27.0	0.0	1	0.0	0.0		-											
Ser	rvice Personnel	2020	0	0	0.0	0	0.0	26.6	0.0	0	0.0	0.0													
1 /10 1	illed Crafts & ades 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	1 0.0		L 0.0	0.0	1 0.0	L									Pag	<del>e 17 of 5</del>	1

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10	CI : IP I	2015	0	0	0.0	0.0	0	0	0.0	"									**		<u> </u>			<u>"</u>		
10 0	Clerical Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0		0.0	C	0	0	C	0.0	0	0	0.0
	Intermediate Sales &	2015	0	0	0.0	0.0	0	0	0.0																	
$\vdash$	Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0		0.0	C	(	0	C	0.0	0	0	0.0
1 12 1	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	C	C	0	0 0	0.0	0	0	0.0
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Data so	ources:		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÷Mx 100	<b>г</b> умантирумантируман												
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10	Clerical Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0			-												
11	Intermediate Sales &	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0															
11	Service Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
1 12 1	Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0															
Ш	** OIRCIS	2020		L 0	0.0	0	0.0	0.0	L 0.0	<u> </u>	1 0.0	1 0.0	0.0											—— Paş	<del>ge 19 of 5</del>	51

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[Date: 2017-12-19]	Sierra Systems Group Inc.	Part 4: Results - Women	Federal Contractors Program Achievement
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Employment Equity Occupational Group	Year				Workfore Wor						Hires	men			P	romoti	ONS /omen					nations omen		
(EEOG)		All Employees	Represe	entation	Availa		Gap	EE Result	All Employees	Aci	tual		Difference	All Employees	Act			d Difference	All Employees	Ac	tual		Difference	Turnover Rate
	#	#	#	%	%	#	#	%	#	Ħ	%	#	#	#	#	%	#	#	#	#	%	#	#	%
Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0																
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
Other Manual Workers	2015	0	0		0.0	0	0	0.0		0	0.0				0	0.	0				0.0			0.0
WOIKCIS	2017 2015	667	227	34.0	<del></del>	0	227	0.0	0	0	0.0	0	0	0	0	0.	0	0 (	1 0		0.0	0	0	0.0
Total	2017	773		34.2	0.0	0	264	0.0	124	5	4.0	0	5	69	26	37.	7 2	3 3	3 17	7	41.2	6	1	2.4
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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÷Kx 100	Part 3: Goals	F÷Mx 100	Parititude											
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(EEOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
T	#	#	#	9/6	#	%	%	%	#	#	%	#												
Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0													
Other Manual	2020	0	0		0	0.0	0.0		0	0.0														
Workers	2020	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	<del>                                     </del>												
	2020	193	31	16.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0										<del>Pag</del>	e 21 of 5	;1

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Federal Contractors Program Achievement Table Part 5: Results - Aboriginal Peoples																le									
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Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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	oloyment Equity upational Group	Year			V	Vorkford						Hires				F	romotio						inations		
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01	Famion Managana	2015	84	1	1.2	2.9	2	-1	41.1																
01	Senior Managers	2017	54	0	0.0	2.9		-2	0.0	2	0	0.0	0	0	4	0	0.0	0	(	) 0	0	0.0	0	0	0.0
02	Middle & Other	2015	78	0	0.0	2.2		-2		-															
	Managers	2017 2015	158 430	0	0.0	2.2		-3 -6		20	0	0.0	0	0	23	0	0.0	0		0	0	0.0	0	0	0.0
03	Professionals	2013	509	3	0.2	1.3		-4	45.3	97	1	1.0	1	0	41	0	0.0	0		) 16	0	0.0	0	0	3.4
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Data s	purces:		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÷Kx 100	Part 3: Goals	F÷ M x 100												
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	oloyment Equity	Year	Hires a	ınd Pron			Short-te		s		Long-ter														
	upational Group	I car	All	Aborigina	l Peoples			al Peoples				al Peoples							Com	ments					
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<b> </b>		#	#	#	%	#	%	%	%	#	#	%	#												
01	Senior Managers	2017	6	0	0.0	0	0.0	2.9	0.0	2		0.0	0.0												
H	Middle & Other	2020 2017	43	0	0.0	0	0.0	2.9		2		0.0	0.0												
02	Managers	2020	43	0	0.0	1	0.0	2.2		3	0.0	0.0	0.0												
03	Professionals	2017	138	1	0.7	1	100.0	1.6		6	16.7	0.0	0.0												
	1010351011415	2020	138	1	0.7	1	100.0	1.3	55.7	3	33.3	0.0	0.0										D	ge 23 of 5	- 1

[Date: 2017-12-19]	Sierra Systems Group Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table
	[Date: 2017-12-19]	Sierra Systems Group Inc.  [Date: 2017-12-19]	Part 5: Results - Aboriginal Peoples  Sierra Systems Group Inc.  [Date: 2017-12-19]

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A	В	С	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	s	Т	U	l V	W	X	Y	Z
Data so	purces:	THEORY III THE PROPERTY PLACES	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	) ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
i			<b>\</b>	<u> </u>	<b>↓</b>	Ψ.	<u> </u>	1	Ţ	↓ ↓	1	1	Ţ	1	Ţ	<u> </u>	<b>↓</b>	<u> </u>	<b>↓</b>	<u> </u>	1	Ţ	Ţ	Ţ	-
					Work	force A	nalysis									Flo	w Dat	a Analy	ysis						
	loyment Equity	Year		ı	1	Workford					1	Hires				Pr	omotio						nations		
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`	,	# # # 9% %								#	#	tuai %	Expected #	Difference #	#	#	%	Expected #	Difference #	#	#	tuai %	Expected #	Difference #	9%
s. S	Semi-Professionals &	2015	0	0		0.0	0	# 0	<b>%</b>		1														
04 T	Technicians	2017	6	0	0.0	2.4	0	0	0.0	2	. 0	0.0	0	0	0	0	0.0	0	0	0	C	0.0	0	C	0.0
05 S	Supervisors	2015	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	C	0.0	0	C	0.0
1 00 1	Supervisors: Crafts & Frades	2015 2017	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
ш		2017		L V	0.0	0.0	<u> </u>	<u>`</u>	0.0			1 0.0	1			V _I	0.0		1 0	<u> </u>	1	1 0.0			71 0.0
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	ipational Group	1 cai	All	Aborigina	ıl Peoples			al Peoples				al Peoples	1						Com	ments					
(EEC	)G)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
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1 0/1 1	Semi-Professionals & Fechnicians	2017	2	0		0	0.0	0.0	0.0	0	0.0	0.0													
	COMMICIANS	2020 2017	2	0		0	0.0	0.0		0	0.0														
05 S	Supervisors	2017	0	0			0.0	0.0		0	0.0														
06 S	Supervisors: Crafts &	2017	0	0	0.0		0.0	0.0		0		<del></del>													
T 00	Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											<del>se 25 of 5</del>	

[Date: 2017-12-19]	Sierra Systems Group Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table
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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q÷Px1	00 P x F ÷ 1	00 Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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Administrat	tive &	2015	69	0	0.0	2.7	2	-2		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	**		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	F.	"	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		-		"	"		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	*	/*
07 Senior Cleri		2017	41	1	2.4	2.7	1	0	90.3	3	1	33.3	0	1	1	0	0	0	0 0	) 1	0	0.0	0	0	1.8
08 Skilled Sale		2015	6	0	0.0	1.4	0	0	0.0																
Service Pers	rsonnel	2017	5	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
09 Skilled Craf		2015	0	0		0.0	0	0	0.0		0	0.0		ļ .	0		0	0				0.0			0.0
Trades wor.	IKCIS	2017	0	U	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	υ <u> </u>	0 0	)	0	[ U.C	0	0	0.0
Data sources:		111111111111111111111111111111111111111	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 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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Occupational	Group	1 cai	All	Aborigin	al Peoples			al Peoples				al Peoples							Com	ments					
(EEOG)			Employees	Ac	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	#	0/0	%	%	#	#	%	#												
07 Administrat		2017	4	1	25.0	0	0.0	2.7	925.9	2	50.0	0.0		-											
Senior Cleri		2020	4	1	25.0	0	0.0	2.7		0	0.0	0.0													
08 Skilled Sale Service Pers		2017 2020	0	0			0.0	1.4	0.0	0	0.0	0.0													
Skilled Craf		2020	0	0		0	0.0	0.0		0	0.0	0.0													
09 Trades Wor		2020	0	0	0.0	0	0.0	0.0		0	0.0	0.0													
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										[Dat	te: 201'	7-12-19												
AB	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Q · Analysis	÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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(EEOG)	h	All Employees	Represe	ntation		al Peoples ability	Gap	EE Result	All Employees	Ac		al Peoples  Expected	Difference	All Employees	Actual		al Peoples Expected	Difference	All Employees	Act		al Peoples  Expected	Difference	Turnover Rate
	#	Ħ	#	%	%	#	#	%	#	Ħ	%	#	#	#	#	%	#	#	Ħ	#	%	#	#	%
10 Clerical Personne	2015	C	0	0.0	0.0	0	0	0.0																
To Clerical Fersonile	2017		0	0.0	0.0		0	0.0	0	0	0.0	) c	0	0	0	0.0	0	0	0	0	0.0	0	C	0.0
11 Intermediate Sales			0	0.0	0.0	<u> </u>	0	0.0																
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	C	0.0
12 Semi-Skilled Man Workers	ual 2015 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
	2017	1	1 1			i														1				
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
510000000000000000000000000000000000000		Ţ	Ų.	Ţ	Ţ	Ţ	Ţ	Ţ	Ų.	Ţ	1	1	1.0											
		Ne	w Entra	nts				Ge	oals															
Employment Equit	Year		and Prom	otions		Short-te		S		Long-te	rm Goal	S	]											
Occupational Grou	р	All	Aborigina	l Peoples			al Peoples			1	al Peoples		_					Com	ments					
(EEOG)		Employees	Acti	nal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
	#	#	#	%	#	%	%	%	#	#	%	#												
10 Clerical Personne	2017	C	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													
11 Intermediate Sales Service Personnel	2017	_	0 0	0.0		0.0	0.0		0	0.0	0.0		_											
Semi-Skilled Man		+		0.0	0	0.0	0.0		0	0.0	0.0													
Workers Wall	2020		0	0.0	0	0.0	0.0		0	0.0	0.0											ъ	20.00	- 1
	•	•			•	•						•										T ag	<del>se 29 of 3</del>	71

								Feder					hieveme		le									
												_	l Peopl	es										
									S	ierra S	ystems	Group	Inc.											
										[Dat	e: 2017	7-12-19												
$\begin{bmatrix} A & B \\ \end{bmatrix}$	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y	Z
Data sources:	THE PERSON NAMED IN THE PE	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷ K x 100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	0 P x F ÷ 10	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
Aumanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanumusanum	•	<b>.</b>	Ţ	Ţ	Ţ	Ţ	<b>\</b>	<b>↓</b>	<b>.</b>	1	Ţ	Ţ	V	Ţ	<b>↓</b>	Ţ	<b>V</b>	Ţ	Ţ	<b>↓</b>	Ţ	Ţ	<b>V</b>	
				Work	force Ai	nalysis									Flo	w Da	ta Anal	ysis						
Employment Equity	Year			١	Vorkforc						Hires				P	romoti						nations		
Occupational Group (EEOG)		All			Aborigina				All			al Peoples	1	All			nal Peoples	1	All			al Peoples		Turnover Rate
(LLCC)	#	Employees	Represe	entation %	Availa %	ibility #	Gap #	EE Result	Employees #	Ac	tual %	Expected	Difference	Employees #	Act	ual %	Expected	Difference #	Employees #	Ac	tual %	Expected #	Difference	%
Other Sales & Service		# 0	7 0	0.0	0.0	# 0	# 0	0.0	#	#	70	#	Ħ	#	Ħ	76	#	#	#	#	76	F	Ħ	70
13 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
Other Manual	2015	0	0		0.0	0	0	0.0										1					-	
Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	C	0	0	0	0.	)	0 0	0	0	0.0	0	0	0.0
Total	2015	667	2		0.0	0	2	0.0																
1000	2017	773	4	0.5	0.0	0	4	0.0	124	2	1.6	C	2	69	0	0.	)	0 0	17	0	0.0	0	0	2.4
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100	2 интеанинграменин											
			L	J	L J	J	<u> </u>	<u> </u>	L J	<u> </u>	L J	l J												
		Ne	w Entra	ints	•			Ge	als		•	•												
Employment Equity		Hires	and Pron	notions		Short-te	rm Goal	S		Long-ter	rm Goal	S	1											
Occupational Group	Year	All	Aborigina	ıl Peoples		Aborigin	al Peoples			Aborigin	al Peoples		]					Com	ments					
(EEOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
	#	#	#	%	#	%	%	%	#	#	%	#												
Other Sales & Service	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
13 Personnel	2020	0	0	0.0	0	0.0	0.0		0	0.0	0.0													
Other Manual	2017	0	0		0	0.0	0.0		0	0.0	0.0													
Workers	2020	0	0	-,-	0	0.0	0.0		0	0.0	0.0													
Total	2017	193 193	2	1.0 1.0	0	0.0	0.0		0	0.0	0.0													
	2020	193		1.0	<u> </u>	0.0	I 0.0	1 0.0	<u> </u>	1 0.0	1 0.0	0.0										Pag	<del>c 31 of 5</del>	51

[Date: 2017-12-19]	Sierra Systems Group Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table

									Feder	al Cont	ractor	s Progr	am Acl	nieveme	ent Tab	le									
									P	art 6: F	Results	- Perso	ns with	Disabil	lities										
										S	ierra S	ystems	Group	Inc.											
											[Dat	te: 2017	'-1 <b>2</b> -19]												
A B		С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
			Ţ	Ţ	Ţ	Ţ	1	1	Ţ	1	Ţ	1	Ţ	Ţ	1	1	Ţ	Ţ	1	1	1	1	Ţ	Ţ	1
						force A										Fl	ow Data	a Analy	sis						
Employment Equ Occupational Gro		Year		ı		Vorkford Persons with						Hires Persons wit	*** ****				romotio	1S Disabilities					nations h Disabilities		
(EEOG)	oup		All Employees	Represe			ability	Gap	EE Result	All Employees		Persons wit		Difference	All Employees	Ac			Difference	All Employees	Act			Difference	Turnover Rate
	F	#	#	#	%	%	#	#	9/0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
01		2015	162	25	15.4	4.3	7	18	358.9																
& Managers 02		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																				
		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 ÷ 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	200000000000000000000000000000000000000											
5			<u> </u>	<u> </u>	Ţ	<u> </u>		<u> </u>	1		1	<u> </u>	<b>↓</b>	-											
			Ne	w Entra	ints				Go	als															
Employment Equ	iity			and Pron			Short-te	rm Goals	S		Long-te	rm Goals	ı												
Occupational Gr		Year	All	Person Disab			Persons with	n Disabilities	;		Persons wit	h Disabilities	i						Com	nents					
(EEOG)			Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	#	%	%	%	#	#	%	#												
01 % Managana		2017	49	0	0.0	1	0.0	4.3	0.0	6	0.0	0.0	0.0												
& Managers 02		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	3.8		15	0.0		0.0												
1 1 10100000000000000000000000000000000		2020	138	0	0.0	3	0.0	3.8	0.0	2	0.0	0.0	0.0												

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								Federa	l Contr	actors F	rogra	m Achievement Table
								Pai	rt 6: Re	sults - I	erson:	s with Disabilities
									Sie	rra Sys	tems (	Group Inc.
										[Date:	2017-	12-19]
Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0

no Skill	Servi			07 Adm		(EEOG)	Occupat	Employ			Data sources:		09 Trad		08 Servi	CI-III	07 Adm			(EEOG)	Occupat	Employ			Data sources:	A				
Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &			Occupational Group	Employment Equity					Trades Workers	Skilled Crafts &	Service Personnel	od Solos &	Administrative &				Occupational Group	Employment Equity				В				
2017	2020	2017	2020	2017	#		Year	!				101	2017	2015	2017	2015	2015		Ī			Year				C				
7		7		7	*	Employees	T.		9	<b>←</b>	Part 2: Flow Data Analysis		7	5, 1	7 0			#		Employees		7		<b>←</b>	Part 1: Workforce Analysis	D				
0	0	0	4	4	#	ces	T -	s and P	lew Er	<b> </b> ←	Part 2: ata Flow Data is Analysis		<u> </u>	0	u c	γ <u>+</u>	41 09	*	T	П				_	Part 1: rce Workforce is Analysis	E				
0	0	0	0	0		Actual	Persons with Disabilities	Hires and Promotions	New Entrants				0	0	0 -	1 0	_ [			Representation			W	<b>←</b>	1: E+D orce x100					
0.0	0.0	0.0	0.0	0.0	%	_		ons		<u></u>	E÷Dx P:		0	0.0	0.0	16.7	14.5		+	ă	Pers	Wor	Workforce Analysis			F				
0	0	0	0	0	#	Goal Pe	Per	Sh		←	Part 3: F Goals		0 0	0.0	3 C	2 L	2 4	3		Availability	Persons with Disabilities	Workforce	ce Ana	┝	Part 1: Workforce Analysis	G				
0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met	Persons with Disabilities	Short-term Goals		<b>←</b>	E+Gx 100		0	0	0 0	o -	1 2	9		Ē,	sabilities		ilysis	<b>-</b>	D x G + 100	H				
0.0	3.5	3.5	3.4	3.4	9%	Goal	Disabilities	n Goals		<b>←</b>	Part 3: Goals	٠	0	0	0 -	1 -	_	4	•	Gap				<b> </b>	E-H	I				
0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			Ge	<b>←</b>	F + I x 100		0.0	0.0	0.0	4760	426.3	70		EE Result				<b> </b>	E + H x 100	J			P	Feder
					#:	Goal			Goals	<b>←</b>	Part 3: Goals							41		Employees	AII.			<b>←</b>	Part 2: Flow Data Analysis	X			Part 6: Results - Persons with Disabi	Federal Contractors Program Achievement Table
0 0	0 0	0 0	2 0	2 0	#	Percent of Goal Met	Persons v	Long-		<b>←</b>	E + K x 100		0		0	(		#						<b>-</b>	Part 2: Flow Data Analysis	L	Ē	Sierra Systems Group Inc.	Result	tracto
0.0	0.0	0.0	0.0	0.0	9%	of Goal	Persons with Disabilities	Long-term Goals		<b>←</b>	Part 3: Goals		0		0			7,0		Actual	Persons	Hires		<b>_</b>	ta L÷K × 100	Z	[Date: 2017-12-19]	Systen	s - Per	rs Pro
0.0	0.0	0.0	0.0	0.0	#	Percent of Goal Met	ities	als		<b> </b> ←	: F÷Mx		0 0	1	0.0		0	#		Expected	Persons with Disabilities	Š		_	K x G	2	17-12-	1s Gro	sons w	gram /
0.0	0.0	0.0	0.0	0.0		Met of					O X	9	>		0	c	>				lities			,	- -		19	up Inc	ith Dis	\chiev
												3		(	<u> </u>	c	>	#		Difference Em				_	P L-N Flo	0			abilities	ement
													>	1	0	-		3		Employees	≧			←	Part 2: Flow Data Fl Analysis /	P			es	Table
													0		0		<u> </u>	4		Actual	P	Pr	Flo	<b>←</b>	Part 2: Flow Data C Analysis	Q				
													0.0		0.0	0.0	0	70		2	ersons with	Promotions	w Data	<b>-</b>	) ÷ P x 100	R				
															0			3		Expected	Persons with Disabilities	IS SI	Flow Data Analysis	<b>-</b>	Part 2: Flow Data Q + P x 100 P x F + 100 Analysis	S				
							Con											74		Difference	S		ysis	<b>-</b>	Q-S	Т				
							Comments								0			4		Em	A.			<b>-</b>	Part 2: Flow Data Analysis	u				
							•						)		0	-	_	74	T	ces	_			<b> </b>	Part 2: ata Flow Data is Analysis	V				
													0		0		>			Actual	Perso	T								
													0 0	+	0.0		0	70	1	E.	Persons with Disabilities	Terminations		_	V+Ux 100 Ux	W				
												٥	>	(	0	c		41		Expected Di	abilities	ions		←	UxF÷100	X				
												٥	5		0	c		#	:	Difference				<b>-</b>	V - X ()	Y				
													0.0		0.0	1.0		70	:	Rate	Turnover			<b>-</b>	U+ ((DYear1+ DYear2)+ 2) x 100	Z				

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

Signature   Sign	Part   Contractors   Program Active   Program   Active   Part   Contractors   Program Active   Program   Active   Part   Contractors   Part   Par	
Part	Part 1:	
Part	B   C   D   E   F   G   H   1	
B	B   C   D   E   F   G   H   I	
B   C   D   E   F   G   H   I   J   K   L   M   N	Part 1:   Part	
Part     Part       Part	Part 1:   Part	
Part     Part   Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part     Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Part   Par	Part 1:   Part 2:   Part 2:   Part 2:   Part 2:   Part 3:   Part 3:   Part 3:   Part 3:   Part 4:   Part 3:   Part 4:   Part 4:   Part 5:   Part 5:   Part 5:   Part 6:   Part 6:   Part 6:   Part 6:   Part 7:   Part 8:   Part	
Part 6: Results - Persons with	Part 1:	
Part	Part 1:	
Part	Part 1:   Part 1:   E + D   Workforce   Analysis   Monkforce   Analysis   Analysis   Part 1:   E + D   Workforce   Analysis   Monkforce   Analysis   Analysis   Part 2:   Part 2:   Part 3:   Part	
Part 6; Results - Persons with   Part 6; Results - Persons with   Part 6; Results - Persons with   Part 6; Persons with   Part 5;   Pa	B   C   D   E   F   G   H   I	
Part 6: Results - Persons with   Sierra Systems Group   Date: 2017-12-19    C   D   E   F   G   H   I   J   K   L   M   N     Part 1:	C   D   E   F   G   H   I	
C   D   E   F   G   H   I   J   K   L   M   N	C   D   E   F   G   H   I	
C   D   E   F   G   H   I   J   K   L   M   N	C   D   E   F   G   H   I	0
Part   Part     Part       Part         Part         Part           Part	C   D   E   F   G   H   I	
Part 6: Results - Persons with	C   D   E   F   G   H   I	0
Part 6: Results - Persons with	C   D   E   F   G   H   I	0
Part 1:   Part 1:   DxG	C   D   E   F   G   H   I	
Part   C   D   E   F   G   H   I   J   K   L   M   N	C D E F G H I    Part 1:   Part 1:   E+D   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis	# #
C D E F G H I J  Part I: Vorkforce Workforce Nanalysis Analysis Analysis Workforce Analysis  Workforce Analysis  Workforce Analysis  Workforce Analysis	C D E F G H I  Workforce Workforce Analysis	ference Employees
C D E F G H I J  Part I: Part I: Vorkforce Workforce x 100 Analysis Analysis Analysis Workforce Analysis Workforce Analysis	C D E F G H I    Part 1:   Workforce   Workforce   Analysis   Workforce   Workforce	À
C   D   E   F   G   H   I   J	C   D   E   F   G   H   I	
B   C   D   E   F   G   H   I   J	B C D E F G H I  Workforce Workforce Analysis An	
B C D E F G H I J    Part 1:   Part 2:   E+D   Workforce   Analysis   Analysis   + 100   E-H   x 100     Analysis   Analysis   + 100   Analysis   + 100   E-H   x 100     Analysis   Analysis   + 100   Ana	B   C   D   E   F   G   H   I	
	B C D E F G H I	Part 2: Flow Data Analysis
Part 6: Results - Persons with Disa Sierra Systems Group Inc. [Date: 2017-12-19]	Federal Contractors Program Achiever  Part 6: Results - Persons with Disal  Sierra Systems Group Inc.  [Date: 2017-12-19]	P
Part 6: Results - Persons with Disal Sierra Systems Group Inc.	Federal Contractors Program Achieven  Part 6: Results - Persons with Disal  Sierra Systems Group Inc.	
Part 6: Results - Persons with Disal	Federal Contractors Program Achieveme Part 6: Results - Persons with Disabi	
	Federal Contractors Program Achieveme	lities

							Fe	deral (	Contra	actors P	rograi	n Achievement Table
								Part	6: Res	sults - P	ersons	with Disabilities
									Sie	rra Syst	tems G	roup Inc.
										[Date:	2017-1	2-19]
Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0

Total		Other I	Personnel	13 Other S		(EEOG)	Occupation	Employm			Data sources:		0.11	Total	Workers		Personnel			(EECG)	Occupation	Employm			Data sources:	A				
	rs	Other Manual	nel	Other Sales & Service			Occupational Group	Employment Equity							IS	Other Manual	nel	Other Sales & Service			Occupational Group	Employment Equity				В				
2017	2020	2017	2020	2017	#		Year	:					2017	2015	2017	2015		2015	#			Year				С				
193	_	_			#	Employees	All	Hires	Ze	<b></b> ←	Part 2: Flow Data Analysis		773	667		_		_	#	Employees	AII.			<b> </b> ←	Part 1: Workforce Analysis	D				
3	0	0	0	0	#			Hires and Promotions	New Entrants	←	Part 2: a Flow Data Analysis		3		0	0	0	0	#		Г			<b>-</b>	Part 1: e Workforce Analysis	E				
0		0		0	%	Actual	Persons with Disabilities	omotion	rants	←	ta E+Dx 100		2		0		0	0	%	Representation			Woi	<b> </b> ←	ce E+D s x100	T				
0.0	0.0	0.0	0.0	0.0	#	Goal		S		┤	) x Part 3: Goals		0.3	15.1	0.0	0.0	0.0	0.0	%		Person	Workforce	Workforce Analysis	<u>_</u>	Part 1:  Workforce  Analysis	G				
0	0	0	0	0			Perso	Sho					0.0	0.0	0.0	0.0	0.0	0.0	o en sommo	Availability	Persons with Disabilities	force	e Anal							
0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met	Persons with Disabilities	Short-term Goals		<b> </b> ←	E+Gx I		0	0	0	0	0	0	#		bilities		ysis	ľ	D x G + 100	H				
0.0	0.0	0.0	0.0	0.0	%	Goal P	sabilities	Goals		<b>←</b>	Part 3: F		2	101	0	0	0	0	#	Gap F				<b>←</b>	Е-Н	I				
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Federal Contractors Program Achievement Table   Part 6: Results - Persons with Disabilities   Sierra Systems Group Inc.   [Date: 2017-12-19]	l E				
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01	Senior Managers	2015	84	5	6.0	10.1	8	-3	58.9							-									
		2017	54	2	3.7	0.0	0	2	0.0	2	0	0.0	0	0	4	0	0.0	) (	0	0	(	0.0	0	0	0.0
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03	Professionals	2013	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
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	oloyment Equity	Year	Hires a	and Prom			Short-te		S		Long-ter		S	]											
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(EE	UG)		Employees	Act	ual	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 10.1	0.0	3	0.0	0.0	0.0	-											
$\vdash$	Middle & Other	2020	43	6	14.0	2	300.0	15.0	93.0	2	300.0	0.0													
1 () / 1	Managers	2020	43	6	14.0	3	200.0	15.0	93.0	5	120.0	0.0													
03	Professionals	2017	138	36	26.1	14	257.1	21.6	120.8	12	300.0	0.0													
		2020	138	36	26.1	22	163.6	28.0	93.2	31	116.1	0.0	0.0										— Paş	<del>ge 42 of 5</del>	51

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

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04 Techi	nicians	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	0.0
05 Super	rvisors	2015	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
06 Super	rvisors: Crafts &	2015 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
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	-Professionals & nicians	2017 2020	2	0		0	0.0	0.0 31.1	0.0	0	0.0			-											
		2020	0	0		0	0.0	0.0		0	0.0														
05 Super	rvisors	2020	0	0		0	0.0	0.0		0	0.0			-											
	rvisors: Crafts &	2017	0	0		0	0.0	0.0		0	0.0			-											
Trade	28	2020	0	0	0.0		0.0	0.0	0.0	L 0	0.0	0.0	0.0										Pag	<del>e 44 of 5</del>	51

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

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Data sou	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	0 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	((DYear1 + DYear2) ÷ 2) x 100
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07 A	Administrative &	2015	69	10	14.5	25.8	18	-8	56.2													Ì			
07 S	enior Clerical	2017	41	9	22.0	0.0	0	9	0.0	3	0	0.0	0	0	1	1	100.0	) (	1	1	C	0.0	0	C	1.8
	killed Sales &	2015	6	1	16.7	19.8	1	0	84.2																
$\vdash$	Service Personnel	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	C	0.0	0	C	0.0
1 110	killed Crafts & rades Workers	2015 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	) (	0	0	C	0.0	) 0		0.0
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			Net	v Entra	nts				Go	als															
Empl	loyment Equity	Year	Hires a	and Prom			Short-te		s		Long-te		ì												
	pational Group	rear	All	Visible M	inorities		Visible N	linorities				dinorities I							Com	ments					
(EEO	DG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	#	%	%	%	#	#	%	#												
1 () / 1	Administrative & Senior Clerical	2017	4	1	25.0	2	50.0	25.8	96.9	2	50.0	0.0	0.0												
$\vdash$	skilled Sales &	2020 2017	0	0	25.0	1	100.0	22.6 19.8	110.6 0.0	1 1	100.0	0.0	0.0												
	Service Personnel	2017	0	0	0.0	0	0.0	19.8	0.0	1	0.0														
09 SI	killed Crafts &	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0		0.0												
L U9 I _{T.}	rades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												

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									Part	7: Res	ults - N	lember	s of Vis	ible Mi	norities	S									
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A	В	С	D	E	F	G	Н	Ī	J	K	L	M	N	<b>O</b>	P	O	R	S	T	U	l V	W	X	Y	Z
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	oloyment Equity upational Group	Year			١	Vorkford						Hires				Pi	omotic						nations		
ŒE.	All												Difference	All Employees	Ac	Visible tual	Minorities Expected	Difference	Turnover Rate						
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
10	Clerical Personnel	2015	0	0	0.0	0.0	0	0	0.0																
10	Ciefical Personner	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	C	0.0
11	Intermediate Sales &	2015	0	0		0.0	0	0	0.0																
	Service Personnel Semi-Skilled Manual	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	C	0.0
12	Workers	2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	) (	0	0	0	0.0	0	С	0.0
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Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$\begin{array}{c} \text{E} \div \text{D x} \\ 100 \end{array}$	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÷Mx 100	***************************************											
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			Ne	w Entra	ints				Go	oals															
Emp	oloyment Equity	Year	Hires :	and Pron			Short-te		S		Long-te		S												
	upational Group	rear	All	Visible M	linorities			Ainorities I				Minorities	· · · · ·						Com	ments					
(EE	OG)		Employees	Act	ual	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														
$\vdash$	Intermediate Sales &	2020	0	0		0	0.0	0.0			0.0														
11	Service Personnel	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	0.0	0.0	0.0												
14	Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										_	<del>ge 48 of 3</del>	-,

								Feder	al Con	tractors	s Progr	am Acl	hieveme	ent Tab	le									
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									s	ierra S	ystems	Group	Inc.											
										[Dat	e: 201	7-12-19]												
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	((DYear1 + DYear2) ÷ 2) x 100
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(EEOG)		All Employees	Represe	entation	Visible M Availa		Gap	EE Result	All Employees	Ac	Visible l tual	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Ac		dinorities Expected	Difference	Turnover Rate
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0																
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
Other Manual	2015	0	0		0.0	0	0	0.0																
Workers	2017	667	106	0.0 15.9	0.0	0	106	0.0	0	0	0.0	0	0	0	0	0.0	0	0	1 0	0	0.0	0	0	0.0
Total	2017	773		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
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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÷Kx 100	Part 3: Goals	F÷Mx 100	приментири											
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Employment Equity	Year	Hires	and Pron	notions	:	Short-te	rm Goal	S		Long-tei		S												
Occupational Group	icai	All	Visible N	linorities			1inorities				linorities	I						Com	ments					
(EEOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
	#	#	#	%	#	%	%	%	#	#	%	#												
Other Sales & Service Personnel	2017	0	0		0	0.0	0.0	0.0	0	0.0	0.0													
Other Manual	2020	0	0		0	0.0	0.0	0.0	0	0.0	0.0	+												
Workers Workers	2020	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													
	2020	193	43	22.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pag	<del>c 50 of 5</del>	;1

Sierra Systems Group Inc.	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achievement Table
	Sierra Systems Group Inc.	Part 7: Results - Members of Visible Minorities  Sierra Systems Group Inc.

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

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	Workforce						Workforce						Workforce	Workforce	((B · B) x · i)		(5.5)
	Analysis						Analysis						Analysis	Analysis			

Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	olacement of	Anticipated						WOMEN					
Occupational Group	Employees			Terminated l	Employees)	Hires Over	Number	Turnover (Re	olacement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017-12-19	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2017-	2020	Availability			Representation	Representation
			Years		Years			Annually	Over 3	1 [							in 3 Years
								1	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%	40	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%		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%	2	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%	(	2.0%	0	0	1	2.0%	0	0	0	26.6%	26.6%	C	0	20.0%	20.0%
Skilled Crafts & Trades Workers			(	)	O	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			(		O	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			(		0	0		0.0%	0	0	0				0	#DIV/0!	

							Short-term	Short-term Goal Setting Tool	1001								
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	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent to F	HxIx3	-0+1	GxM	Data entry	Data entry from   Data entry from	Data entry from	(H-J+L)	H+B	(H-J+L) +(B+D)
	Workforce Analysis						Workforce Analysis	3					Workforce Analysis	Workforce Analysis	((b) (b) A14)		(i
Employment Equity Occupational Group	All	Growth (New Positions)	v Positions)	Turnover (Replacement of Terminated Employees)	placement of Employees)	Anticipated	Number	Turnover (Replacement of	nlacement of	Hiros	ABORIGII	ABORIGINAL PEOPLES	Procent	Prosent Can	Projected Can	Present	Projected
(EEOG)	2017-12-19	Annually	Over 3	Annually	Over 3	3 Years		Terminated Employees)	Employees)	Required	2017-2020	2020	Availability			ion	Representation
			Years		Years			Annually	Over 3								in 3 Years
	#	%	#	%	*	#	#	%	#	#	#	%	%	#	*	%	%
Senior Managers	54	3.0%	5	2.0%	3	8	0	2.0%	0	2	0	2.9%		-2	-2	0.0%	0.0%
Middle & Other Managers	158	3.0%	14	2.0%	9	23	0	2.0%	0	3	_	2.2%		۵	చ	0.0%	0.6%
Professionals	509	3.0%	46	2.0%	31	77	ددا	2.0%	0	5	_	1.3%	1.3%	Ł	చ	0.6%	0.7%
Semi-Professionals & Technicians	5	3.0%	_	2.0%	0	_	0	2.0%	0	0	0	2.4%	2.4%	0	0	0.0%	0.0%
Supervisors			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			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Skilled Sales & Service Personnel	<u>+</u>	3.0%	4	2.0%	2	6	_	2.0%	0	0	0	2.7%	2.7%	0	0	2.4%	2.2%
Skilled Crafts & Trades Workers	O.	3.0%	0	2.0%	0	0	0	2.0%	0	0	0	1.4%	1.4%	0	0	0.0%	0.0%
Clerical Personnel			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	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			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	#DIV/0!	#DIV/0!
Other Manual Workers			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

A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	H x I x 3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H - J + L)	$H \div B$	(H - J + L)
	from						from	to E		- O + J			from	from	- ((B + D) x N)		÷ (B + D)
	Workforce						Workforce						Workforce	Workforce			
	Analysis						Analysis						Analysis	Analysis			
													-				

Employment Equity	All	Growth (New	v Positions)	Turnover (Re	placement of	Anticipated					PERSON	S WITH DISAE	BILITIES				
Occupational Group	Employees			Terminated		Hires Over	Number	Turnover (Re		Hires	3 Year		Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017-12-19	Annually	Over 3	Annually	Over 3	3 Years		Terminated		Required	2017-	2020	Availability			Representation	
			Years		Years			Annually	Over 3								in 3 Years
	#	%	#	%	#	#	#	%	Years #	#	#	%	%	#	#	%	%
Senior Managers			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Middle & Other Managers	212	3.0%	19	2.0%	13	32		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%	(	1	(	2.0%	0	0	0	4.6%	4.6%	0	0	0.0%	0.0%
Supervisors			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	41	3.0%	4	2.0%	2	6	. (	2.0%	0	1	0	3.4%	3.4%	-1	-2	0.0%	0.0%
Skilled Sales & Service Personnel	5	3.0%	C	2.0%	(	0	(	2.0%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%
Skilled Crafts & Trades Workers			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			C	1	(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			C		(	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!

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

A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R
	Data entry from from	Date entry	BxCx3	Data entry	BxEx3	D+F	Data entry from from	Equivalent to E	HxIx3	(D x N) - O + J	GxM	Data entry	Data entry from from	Data entry from from	(H - J + L) - ((B + D) x N)	H÷B	(H - J + L) ÷ (B + D)
TO THE PROPERTY OF THE PROPERT	Workforce						Workforce	10 2		-0.3			Workforce	Workforce	- ((D + D) X 1 ()		(0.0)
	Analysis						Analysis						Analysis	Analysis			

Employment Equity	All	Growth (Nev	w Positions)	Turnover (Re	placement of	Anticipated					MEMBERS	OF VISIBLE M	INORITIES				
Occupational Group (EEOG)	Employees 2017-12-19	Annually	Over 3	Terminated Annually	Employees) Over 3	Hires Over 3 Years	Number	Turnover (Rep		Hires Required	3 Year	Goals -2020	Present Availability	Present Gap	Projected Gap	Present Popusantation	Projected Representation
(EEOG)	2017-12-19	Annually	Years	Annuany	Years	3 Tears		Annually	Over 3	Required	2017	-2020	Availability			Kepreschtation	in 3 Years
	#	%	#	%	#	#	#	%	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%	ç	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%	(	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	#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	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	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	#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!

# **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 2017-12-21 Received: 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:

### 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.
  - o 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**

 $\boxtimes$ 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]

**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 mean 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 underrepresented; 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 <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (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 <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.

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



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!