

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

Labour Program
Federal Contractors Program

BEST AVAILABLE COPY

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OFFICIAL USE ONLY
Agreement N°: 100174

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Bayshore HealthCare Ltd.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scianr2007/list-liste-eng.htm 62161- Home Health Care Services	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 1040 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 2101 Hawdon Rd.	City Mississauga	Province ON	Postal Code L5R 2L3
Telephone Number 905-822-8075			

EMPLOYMENT EQUITY CONTACT			
Name (print) Dora Pulcinna	Title National Director, Human Resources		
Telephone Number 905-822-8075 x 32300	E-mail Address dpulcinna@bayshore.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Kevin Webster	Title Managing Director		
Telephone Number 905-822-8075	E-mail Address kwebster@bayshore.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Sig [REDACTED]	Date (YYYY-MM-DD) 2016-01-22		

Privacy notice
The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP).
Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.
The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.
Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i> , which is available at the following website address: http://www.infosource.gc.ca . <i>Info Source</i> may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT
• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca.

Nyirasafari, Ange AN [NC]

From: Sharan, Neena [NC]
Sent: September 5, 2018 11:34 AM
To: 'Monica Pham'
Cc: Dora Pulcina; 'WGlaser@solertia.ca'; 'HRusen@solertia.ca'
Subject: RE: Employment Equity - authorization form

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

Hereby, your request for an extension to submit your organization's information for the compliance assessment on December 31, 2018, is approved.

Should you have any questions regarding your compliance assessment, do not hesitate to contact me.

Neena Sharan.

From: Monica Pham [mailto:mpham@bayshore.ca]
Sent: September-05-18 11:24 AM
To: Sharan, Neena [NC]
Cc: Dora Pulcina; 'WGlaser@solertia.ca'; 'HRusen@solertia.ca'
Subject: RE: Employment Equity - authorization form

Hi Neena,

Please see attached.

Thank you,

Monica Pham
Human Resources Generalist
Bayshore HealthCare
2101 Hadwen Road, Mississauga, ON, L5K 2L3
T: 905.822.8075 Ext 32239 | Fax: 1.866.298.7965
E: mpham@bayshore.ca | www.bayshore.ca



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From: Monica Pham
Sent: Tuesday, September 04, 2018 4:04 PM
To: 'neena.sharan@labour-travail.gc.ca'
Cc: Dora Pulcina; WGlaser@solertia.ca; HRusen@solertia.ca
Subject: RE: Employment Equity - authorization form

Good afternoon Neena,

Please see new signed form attached with the extension date request.

Thank you,

Monica Pham
Human Resources Generalist
Bayshore HealthCare
2101 Hadwen Road, Mississauga, ON, L5K 2L3
T: 905.822.8075 Ext 32239 | Fax: 1.866.298.7965
E: mpham@bayshore.ca | www.bayshore.ca



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From: neena.sharan@labour-travail.gc.ca [<mailto:neena.sharan@labour-travail.gc.ca>]
Sent: Tuesday, September 04, 2018 8:14 AM
To: Monica Pham
Cc: Dora Pulcina; WGlaser@solertia.ca; HRusen@solertia.ca
Subject: RE: Employment Equity - authorization form

Hi Monica,

Thank you sending the form but it has no date on it. Please request Dora to enter a date and send it back to us.

Thank you and have a nice day.

Neena Sharan

Assessment Officer, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
neena.sharan@labour-travail.gc.ca / Tél. : 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada



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

From: Monica Pham [<mailto:mpham@bayshore.ca>]
Sent: August-31-18 2:48 PM
To: Sharan, Neena [NC]
Cc: Dora Pulcina; 'WGlaser@solertia.ca'; 'HRusen@solertia.ca'
Subject: RE: Employment Equity - authorization form

Hi Neena,

I am contacting you on Dora's behalf as she was having trouble sending a scanned copy of the form she completed. Please note that there are a few additional fields to fill out and Dora is offline for the remainder of the day.

Hope this suffices,

Monica Pham
Human Resources Generalist
Bayshore HealthCare
2101 Hadwen Road, Mississauga, ON, L5K 2L3
T: 905.822.8075 Ext 32239 | Fax: 1.866.298.7965
E: mpham@bayshore.ca | www.bayshore.ca



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From: <neena.sharan@labour-travail.gc.ca>
Date: August 31, 2018 at 10:48:52 AM EDT
To: <dpulcina@bayshore.ca>, <WGlaser@solertia.ca>
Cc: <HRusen@solertia.ca>
Subject: RE: Employment Equity - authorization form

Hi Dora,

As mentioned in my previous e-mail that the policy of this office is to communicate with the employer (in this case is Bayshore Healthcare Ltd.) and not with the consultant directly. We can

certainly speak to the consultants with you present on the phone. I also called and left a message requesting you to call me in order to inform you of the same issue.

Also Wendy has requested for an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

Please complete the form attached and send it to me for the extension to be granted.

Thank you and have a nice day.

Neena Sharan

Assessment Officer, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
neena.sharan@labour-travail.gc.ca / Tél. : 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada
neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405



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

Reporting Period 2016-06-29 to 2018-08-13

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	856	135	0	991	Calgary	22	8	0	30
Québec	15	2	0	17	Edmonton	35	13	0	48
Nova Scotia	6	1	0	7	Halifax	6	1	0	7
New Brunswick	16	3	0	19	Montréal	10	1	0	11
Manitoba	3	2	0	5	Regina	2	0	0	2
British Columbia	71	27	0	98	Toronto	13	0	0	13
Prince Edward Island	1	0	0	1	Vancouver	9	1	0	10
Saskatchewan	4	1	0	5	Winnipeg	3	2	0	5
Alberta	57	22	0	79	St. John's	1	0	0	1
Newfoundland and Labrador	1	0	0	1	Moncton	2	1	0	3
Total Employees in Canada				1223	Saint John	9	2	0	11
					Québec	3	0	0	3
					Kingston	8	0	0	8
					Ottawa - Gatineau	36	13	0	49
					Oshawa	3	0	0	3
					Hamilton	37	14	0	51
					St. Catharines - Niagara	18	2	0	20



Bayshore HealthCare Ltd. (certificate # 100174)

Form 1

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

Reporting Period 2016-06-29 to 2018-08-13

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Kitchener - Cambridge - Waterloo	1	3	0	4
London	6	1	0	7
Windsor	17	11	0	28
Greater Sudbury	19	10	0	29
Thunder Bay	11	1	0	12
Brantford	1	2	0	3
Guelph	1	0	0	1
Saskatoon	2	1	0	3
Barrie	7	7	0	14
Kelowna	0	2	0	2
Victoria	5	10	0	15
Alta. less CMAs	0	1	0	1
B.C. less CMAs	57	14	0	71
N.B. less CMA	5	0	0	5
Ont. less CMAs	678	72	0	750
P.E.I.	1	0	0	1



Bayshore HealthCare Ltd. (certificate # 100174)

Form 1

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

Reporting Period 2016-06-29 to 2018-08-13

	Census Metropolitan Areas			
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Que. less CMAs	2	0	0	2
Total Employees in Canada	▶			1223



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1					1	1				
	Total	1	1					1	1				
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	277	45	232	6	1	5	5	1	4	36	9	27
	Total	277	45	232	6	1	5	5	1	4	36	9	27
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	123	31	92	1		1	5		5	32	11	21
	Total	123	31	92	1		1	5		5	32	11	21
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26	12	14							5	4	1
	Total	26	12	14							5	4	1

Bayshore HealthCare Ltd. (certificate # 100174)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	5	7							1		1
	Total	12	5	7							1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	78	13	65	1		1	2	1	1	21	6	15
	Total	78	13	65	1		1	2	1	1	21	6	15
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	125	30	95	1	1		5	1	4	40	16	24
	Total	125	30	95	1	1		5	1	4	40	16	24



Bayshore HealthCare Ltd. (certificate # 100174)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	387	63	324	4		4	8	1	7	83	27	56
	Total	387	63	324	4		4	8	1	7	83	27	56
Total Number of Employees		1030	201	829	13	2	11	26	5	21	218	73	145



Bayshore HealthCare Ltd. (certificate # 100174)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	2	25				1		1	2	1	1
	Total	27	2	25				1		1	2	1	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	1	10									
	Total	11	1	10									
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	2	12							1	1	
	Total	14	2	12							1	1	

Bayshore HealthCare Ltd. (certificate # 100174)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	4	13	2		2				5	1	4
	Total	17	4	13	2		2				5	1	4
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	123	13	110							26	4	22
	Total	123	13	110							26	4	22
Total Number of Employees		193	22	171	2		2	1		1	34	7	27



Bayshore HealthCare Ltd. (certificate # 100174)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-06-29 to 2018-08-13

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	145	26	119	3		3	3	1	2	29	5	24
Professionals	111	26	85	2		2	3		3	33	11	22
Semi-Professionals and Technicians	18	7	11							6	5	1
Supervisors	2		2									
Administrative and Senior Clerical Personnel	65	12	53	1		1	1		1	22	5	17
Clerical Personnel	81	22	59				1	1		38	16	22
Intermediate Sales and Service Personnel	312	47	265	5		5	5	1	4	99	28	71
Total Number of Employees Hired	734	140	594	11		11	13	3	10	227	70	157

Bayshore HealthCare Ltd. (certificate # 100174)

Form 4 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	7	2	5				1		1	2	1	1
Professionals	5		5									
Administrative and Senior Clerical Personnel	14	4	10							2	2	
Clerical Personnel	19	2	17	3		3				8		8
Intermediate Sales and Service Personnel	174	14	160	1		1	2		2	46	6	40
Total Number of Employees Hired	219	22	197	4		4	3		3	58	9	49



Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	155	18	137				3		3	19	1	18
Professionals	79	17	62	1		1	1		1	8	1	7
Semi-Professionals and Technicians	7	3	4							1	1	
Supervisors	10	4	6							4	2	2
Administrative and Senior Clerical Personnel	42	6	36							8		8
Clerical Personnel	76	12	64	1		1				19	6	13
Intermediate Sales and Service Personnel	260	32	228	3		3	2		2	61	14	47
Total Number of Employees Terminated	629	92	537	5		5	6		6	120	25	95

Bayshore HealthCare Ltd. (certificate # 100174)

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Part-Time / National
Reporting Period 2016-06-29 to 2018-08-13

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	11		11	1		1				2		2
Professionals	2		2									
Supervisors	1		1									
Administrative and Senior Clerical Personnel	12	3	9							1	1	
Clerical Personnel	15		15	2		2				5		5
Intermediate Sales and Service Personnel	129	10	119	1		1	2		2	26	3	23
Total Number of Employees Terminated	170	13	157	4		4	2		2	34	4	30



Workplace Equity Information Management System - Bayshore HealthCare Ltd.

Workforce Analysis - Detailed Report

Date: 2018-10-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	27.4 %	0	0	National
02 : Middle and Other Managers	National	304	257	84.5 %	38.9 %	118	139	National
03 : Professionals		134	102	76.1 %	66.8 %	90	12	
1111 : Financial auditors and accountants	National	2	2	100.0 %	55.1 %	1	1	National
1112 : Financial and investment analysts	National	10	6	60.0 %	50.1 %	5	1	National
1114 : Other financial officers	National	2	0	0.0 %	44.1 %	1	-1	National
1121 : Human resources professionals	National	5	5	100.0 %	71.1 %	4	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	7	7	100.0 %	66.4 %	5	2	National
2171 : Information systems analysts and consultants	National	30	10	33.3 %	28.3 %	8	2	National
2173 : Software engineers and designers	National	1	0	0.0 %	17.4 %	0	0	National
3011 : Nursing co-ordinators and supervisors	National	4	4	100.0 %	88.2 %	4	0	National
3012 : Registered nurses and registered psychiatric nurses	National	49	48	98.0 %	92.9 %	46	2	National
3131 : Pharmacists	National	13	10	76.9 %	61.3 %	8	2	National
3142 : Physiotherapists	National	1	1	100.0 %	78.6 %	1	0	National
3143 : Occupational therapists	National	6	5	83.3 %	92.3 %	6	-1	National
3152 : NOC 2006 - Registered Nurses	National	3	3	100.0 %	55.0 %	2	1	National
4165 : Health policy researchers, consultants and program officers	National	1	1	100.0 %	73.5 %	1	0	National
04 : Semi-Professionals and Technicians		26	14	53.8 %	60.6 %	16	-2	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	35.1 %	0	0	Ontario
2281 : Computer network technicians	Ontario	6	1	16.7 %	20.8 %	1	0	Ontario
2282 : User support technicians	Ontario	5	2	40.0 %	24.2 %	1	1	Ontario
3233 : Licensed practical nurses	British Columbia	2	1	50.0 %	89.3 %	2	-1	British Columbia
3233 : Licensed practical nurses	Ontario	12	10	83.3 %	93.0 %	11	-1	Ontario
05 : Supervisors		13	8	61.5 %	62.0 %	8	0	



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Women

Employment Equity Occupational Group	Internal Location	Women						Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #	
Employment Equity Occupational Group	Ont. less CMAs	12	7	58.3 %	62.9 %	8	-1	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	51.4 %	1	0	Vancouver
07 : Administrative and Senior Clerical Personnel		92	77	83.7 %	86.0 %	79	-2	
Employment Equity Occupational Group	B.C. less CMAs	2	1	50.0 %	87.5 %	2	-1	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	1	100.0 %	84.8 %	1	0	Barrie
Employment Equity Occupational Group	Calgary	2	2	100.0 %	80.5 %	2	0	Calgary
Employment Equity Occupational Group	Edmonton	2	2	100.0 %	84.6 %	2	0	Edmonton
Employment Equity Occupational Group	Hamilton	3	2	66.7 %	83.5 %	3	-1	Hamilton
Employment Equity Occupational Group	Kingston	1	0	0.0 %	83.5 %	1	-1	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	1	100.0 %	83.0 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	1	100.0 %	82.5 %	1	0	London
Employment Equity Occupational Group	Ont. less CMAs	69	58	84.1 %	87.1 %	60	-2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	77.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	1	100.0 %	83.6 %	1	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	4	4	100.0 %	81.8 %	3	1	St. Catharines -
Employment Equity Occupational Group	Toronto	1	0	0.0 %	80.1 %	1	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	79.0 %	1	0	Vancouver
Employment Equity Occupational Group	Windsor	2	2	100.0 %	82.8 %	2	0	Windsor
08 : Skilled Sales and Service Personnel		1	0	0.0 %	44.8 %	0	0	
6232 : Real estate agents and salespersons	Ontario	1	0	0.0 %	44.8 %	0	0	Ontario
10 : Clerical Personnel		142	108	76.1 %	71.6 %	102	6	
Employment Equity Occupational Group	B.C. less CMAs	6	6	100.0 %	77.5 %	5	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.2 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	6	6	100.0 %	70.3 %	4	2	Edmonton



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Greater Sudbury	4	3	75.0 %	70.9 %	3	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	1	100.0 %	67.7 %	1	0	Halifax
Employment Equity Occupational Group	Hamilton	7	7	100.0 %	68.5 %	5	2	Hamilton
Employment Equity Occupational Group	Kingston	1	1	100.0 %	69.8 %	1	0	Kingston
Employment Equity Occupational Group	London	1	1	100.0 %	71.4 %	1	0	London
Employment Equity Occupational Group	Montréal	1	1	100.0 %	62.5 %	1	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	72.6 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	96	64	66.7 %	72.4 %	70	-6	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	65.8 %	1	1	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	70.2 %	1	0	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	1	1	100.0 %	69.8 %	1	0	St. Catharines - Niagara
Employment Equity Occupational Group	Toronto	4	3	75.0 %	65.2 %	3	0	Toronto
Employment Equity Occupational Group	Windsor	5	5	100.0 %	69.7 %	3	2	Windsor
Employment Equity Occupational Group	Winnipeg	4	4	100.0 %	67.9 %	3	1	Winnipeg
11 : Intermediate Sales and Service Personnel		510	434	85.1 %	70.2 %	358	76	
Employment Equity Occupational Group	B.C. less CMAs	27	22	81.5 %	72.4 %	20	2	B.C. less CMAs
Employment Equity Occupational Group	Barrie	10	10	100.0 %	68.8 %	7	3	Barrie
Employment Equity Occupational Group	Brantford	2	2	100.0 %	70.9 %	1	1	Brantford
Employment Equity Occupational Group	Calgary	13	13	100.0 %	66.1 %	9	4	Calgary
Employment Equity Occupational Group	Edmonton	20	19	95.0 %	67.0 %	13	6	Edmonton
Employment Equity Occupational Group	Greater Sudbury	18	18	100.0 %	68.7 %	12	6	Greater Sudbury
Employment Equity Occupational Group	Guelph	1	1	100.0 %	66.9 %	1	0	Guelph
Employment Equity Occupational Group	Halifax	2	1	50.0 %	65.5 %	1	0	Halifax
Employment Equity Occupational Group	Hamilton	23	21	91.3 %	67.1 %	15	6	Hamilton



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	68.4 %	1	0	Kelowna
Employment Equity Occupational Group	Kingston	3	3	100.0 %	62.9 %	2	1	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	2	100.0 %	69.4 %	1	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	2	100.0 %	65.9 %	1	1	London
Employment Equity Occupational Group	Moncton	2	2	100.0 %	63.9 %	1	1	Moncton
Employment Equity Occupational Group	Montréal	5	5	100.0 %	61.8 %	3	2	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	2	100.0 %	71.9 %	1	1	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	296	235	79.4 %	72.4 %	214	21	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	1	100.0 %	69.8 %	1	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	28	24	85.7 %	61.8 %	17	7	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	1	100.0 %	70.2 %	1	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	2	100.0 %	60.8 %	1	1	Québec
Employment Equity Occupational Group	Regina	1	1	100.0 %	65.7 %	1	0	Regina
Employment Equity Occupational Group	Saint John	5	5	100.0 %	68.1 %	3	2	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	11	11	100.0 %	66.9 %	7	4	St. Catharines - Niagara
Employment Equity Occupational Group	Thunder Bay	7	7	100.0 %	68.3 %	5	2	Thunder Bay
Employment Equity Occupational Group	Toronto	3	2	66.7 %	63.9 %	2	0	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	64.2 %	1	1	Vancouver
Employment Equity Occupational Group	Victoria	8	8	100.0 %	66.7 %	5	3	Victoria
Employment Equity Occupational Group	Windsor	12	11	91.7 %	68.4 %	8	3	Windsor
Total		1223	1000	81.8 %	63.1 %	771	229	

Total may not equal sum of components due to rounding.

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



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	304	6	2.0 %	2.2 %	7	-1	National
03 : Professionals		134	1	0.7 %	1.7 %	2	-1	
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	10	0	0.0 %	0.9 %	0	0	National
1114 : Other financial officers	National	2	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	5	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	7	0	0.0 %	2.1 %	0	0	National
2171 : Information systems analysts and consultants	National	30	0	0.0 %	1.1 %	0	0	National
2173 : Software engineers and designers	National	1	0	0.0 %	0.6 %	0	0	National
3011 : Nursing co-ordinators and supervisors	National	4	0	0.0 %	3.0 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	49	1	2.0 %	2.3 %	1	0	National
3131 : Pharmacists	National	13	0	0.0 %	1.1 %	0	0	National
3142 : Physiotherapists	National	1	0	0.0 %	0.9 %	0	0	National
3143 : Occupational therapists	National	6	0	0.0 %	1.0 %	0	0	National
3152 : NOC 2006 - Registered Nurses	National	3	0	0.0 %	2.1 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	4.4 %	0	0	National
04 : Semi-Professionals and Technicians		26	0	0.0 %	2.1 %	1	-1	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	2.1 %	0	0	Ontario
2281 : Computer network technicians	Ontario	6	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	Ontario	5	0	0.0 %	1.6 %	0	0	Ontario
3233 : Licensed practical nurses	British Columbia	2	0	0.0 %	4.1 %	0	0	British Columbia
3233 : Licensed practical nurses	Ontario	12	0	0.0 %	2.3 %	0	0	Ontario
05 : Supervisors		13	0	0.0 %	4.7 %	1	-1	



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Ont. less CMAs	12	0	0.0 %	4.9 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.6 %	0	0	Vancouver
07 : Administrative and Senior Clerical Personnel		92	1	1.1 %	3.7 %	3	-2	
Employment Equity Occupational Group	B.C. less CMAs	2	0	0.0 %	7.7 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	3	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kingston	1	0	0.0 %	1.2 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	0.8 %	0	0	London
Employment Equity Occupational Group	Ont. less CMAs	69	0	0.0 %	4.1 %	3	-3	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.1 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	4	1	25.0 %	1.5 %	0	1	St. Catharines -
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	2	0	0.0 %	1.6 %	0	0	Windsor
08 : Skilled Sales and Service Personnel		1	0	0.0 %	1.0 %	0	0	
6232 : Real estate agents and salespersons	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
10 : Clerical Personnel		142	3	2.1 %	4.6 %	7	-4	
Employment Equity Occupational Group	B.C. less CMAs	6	0	0.0 %	9.1 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	6	0	0.0 %	5.1 %	0	0	Edmonton



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Greater Sudbury	4	0	0.0 %	7.4 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	7	0	0.0 %	1.6 %	0	0	Hamilton
Employment Equity Occupational Group	Kingston	1	0	0.0 %	3.4 %	0	0	Kingston
Employment Equity Occupational Group	London	1	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	96	1	1.0 %	4.7 %	5	-4	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.4 %	0	0	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	1	0	0.0 %	1.6 %	0	0	St. Catharines - Niagara
Employment Equity Occupational Group	Toronto	4	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Windsor	5	1	20.0 %	1.4 %	0	1	Windsor
Employment Equity Occupational Group	Winnipeg	4	1	25.0 %	9.8 %	0	1	Winnipeg
11 : Intermediate Sales and Service Personnel		510	4	0.8 %	4.6 %	23	-19	
Employment Equity Occupational Group	B.C. less CMAs	27	1	3.7 %	9.6 %	3	-2	B.C. less CMAs
Employment Equity Occupational Group	Barrie	10	0	0.0 %	2.2 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	2	0	0.0 %	4.9 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	13	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	20	0	0.0 %	4.8 %	1	-1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	18	0	0.0 %	8.3 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Guelph	1	0	0.0 %	1.6 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	3.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	23	1	4.3 %	1.6 %	0	1	Hamilton



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	4.5 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	3	0	0.0 %	3.1 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	0	0.0 %	1.4 %	0	0	London
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.4 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	5	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	3.4 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	296	1	0.3 %	4.9 %	15	-14	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	1.8 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	28	0	0.0 %	3.0 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	3.1 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	0	0.0 %	1.2 %	0	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	9.2 %	0	0	Regina
Employment Equity Occupational Group	Saint John	5	0	0.0 %	1.6 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	11	1	9.1 %	2.2 %	0	1	St. Catharines - Niagara
Employment Equity Occupational Group	Thunder Bay	7	0	0.0 %	7.0 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	3	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.3 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	8	0	0.0 %	4.2 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	12	0	0.0 %	2.4 %	0	0	Windsor
Total		1223	15	1.2 %	3.6 %	44	-29	

Total may not equal sum of components due to rounding.

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



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	10.1 %	0	0	National
02 : Middle and Other Managers	National	304	38	12.5 %	15.0 %	46	-8	National
03 : Professionals		134	32	23.9 %	23.6 %	32	0	
1111 : Financial auditors and accountants	National	2	0	0.0 %	27.5 %	1	-1	National
1112 : Financial and investment analysts	National	10	3	30.0 %	35.4 %	4	-1	National
1114 : Other financial officers	National	2	0	0.0 %	21.7 %	0	0	National
1121 : Human resources professionals	National	5	2	40.0 %	14.1 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	7	3	42.9 %	16.9 %	1	2	National
2171 : Information systems analysts and consultants	National	30	10	33.3 %	31.4 %	9	1	National
2173 : Software engineers and designers	National	1	1	100.0 %	40.5 %	0	1	National
3011 : Nursing co-ordinators and supervisors	National	4	2	50.0 %	11.8 %	0	2	National
3012 : Registered nurses and registered psychiatric nurses	National	49	7	14.3 %	18.3 %	9	-2	National
3131 : Pharmacists	National	13	4	30.8 %	32.2 %	4	0	National
3142 : Physiotherapists	National	1	0	0.0 %	15.4 %	0	0	National
3143 : Occupational therapists	National	6	0	0.0 %	13.6 %	1	-1	National
3152 : NOC 2006 - Registered Nurses	National	3	0	0.0 %	19.9 %	1	-1	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	21.0 %	0	0	National
04 : Semi-Professionals and Technicians		26	5	19.2 %	27.9 %	7	-2	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	16.6 %	0	0	Ontario
2281 : Computer network technicians	Ontario	6	4	66.7 %	34.1 %	2	2	Ontario
2282 : User support technicians	Ontario	5	0	0.0 %	35.9 %	2	-2	Ontario
3233 : Licensed practical nurses	British Columbia	2	1	50.0 %	31.0 %	1	0	British Columbia
3233 : Licensed practical nurses	Ontario	12	0	0.0 %	22.0 %	3	-3	Ontario
05 : Supervisors		13	1	7.7 %	5.1 %	1	0	



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Ont. less CMAs	12	1	8.3 %	1.9 %	0	1	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	43.4 %	0	0	Vancouver
07 : Administrative and Senior Clerical Personnel		92	22	23.9 %	3.8 %	3	19	
Employment Equity Occupational Group	B.C. less CMAs	2	2	100.0 %	3.4 %	0	2	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	5.5 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	2	2	100.0 %	16.5 %	0	2	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	13.4 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	3	1	33.3 %	8.2 %	0	1	Hamilton
Employment Equity Occupational Group	Kingston	1	1	100.0 %	3.4 %	0	1	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	9.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	7.3 %	0	0	London
Employment Equity Occupational Group	Ont. less CMAs	69	15	21.7 %	1.6 %	1	14	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	12.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.9 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	4	0	0.0 %	4.2 %	0	0	St. Catharines -
Employment Equity Occupational Group	Toronto	1	1	100.0 %	37.3 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	35.3 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	2	0	0.0 %	9.9 %	0	0	Windsor
08 : Skilled Sales and Service Personnel		1	0	0.0 %	24.2 %	0	0	
6232 : Real estate agents and salespersons	Ontario	1	0	0.0 %	24.2 %	0	0	Ontario
10 : Clerical Personnel		142	45	31.7 %	5.5 %	8	37	
Employment Equity Occupational Group	B.C. less CMAs	6	3	50.0 %	2.9 %	0	3	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	1	100.0 %	24.3 %	0	1	Calgary
Employment Equity Occupational Group	Edmonton	6	2	33.3 %	17.5 %	1	1	Edmonton



Workforce Analysis - Detailed Report

Date: 2018-10-23

000802

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Greater Sudbury	4	0	0.0 %	1.8 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	7	2	28.6 %	10.1 %	1	1	Hamilton
Employment Equity Occupational Group	Kingston	1	0	0.0 %	3.0 %	0	0	Kingston
Employment Equity Occupational Group	London	1	0	0.0 %	9.1 %	0	0	London
Employment Equity Occupational Group	Montréal	1	0	0.0 %	17.4 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	96	34	35.4 %	1.7 %	2	32	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	1	0	0.0 %	5.7 %	0	0	St. Catharines - Niagara
Employment Equity Occupational Group	Toronto	4	3	75.0 %	48.1 %	2	1	Toronto
Employment Equity Occupational Group	Windsor	5	0	0.0 %	10.4 %	1	-1	Windsor
Employment Equity Occupational Group	Winnipeg	4	0	0.0 %	17.0 %	1	-1	Winnipeg
11 : Intermediate Sales and Service Personnel		510	109	21.4 %	7.3 %	37	72	
Employment Equity Occupational Group	B.C. less CMAs	27	8	29.6 %	5.3 %	1	7	B.C. less CMAs
Employment Equity Occupational Group	Barrie	10	1	10.0 %	6.4 %	1	0	Barrie
Employment Equity Occupational Group	Brantford	2	0	0.0 %	5.7 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	13	5	38.5 %	29.7 %	4	1	Calgary
Employment Equity Occupational Group	Edmonton	20	4	20.0 %	24.8 %	5	-1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	18	0	0.0 %	3.1 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Guelph	1	0	0.0 %	12.2 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	8.5 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	23	5	21.7 %	15.8 %	4	1	Hamilton



Workforce Analysis - Detailed Report

Date: 2018-10-23

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	7.1 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	3	1	33.3 %	6.3 %	0	1	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	13.8 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	0	0.0 %	12.5 %	0	0	London
Employment Equity Occupational Group	Moncton	2	0	0.0 %	4.1 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	5	3	60.0 %	22.2 %	1	2	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	1.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	296	71	24.0 %	2.3 %	7	64	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	13.0 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	28	6	21.4 %	22.0 %	6	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	0.9 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	0	0.0 %	3.0 %	0	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	11.9 %	0	0	Regina
Employment Equity Occupational Group	Saint John	5	0	0.0 %	2.8 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	11	2	18.2 %	7.6 %	1	1	St. Catharines - Niagara
Employment Equity Occupational Group	Thunder Bay	7	1	14.3 %	3.2 %	0	1	Thunder Bay
Employment Equity Occupational Group	Toronto	3	2	66.7 %	48.9 %	1	1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	47.5 %	1	-1	Vancouver
Employment Equity Occupational Group	Victoria	8	0	0.0 %	12.9 %	1	-1	Victoria
Employment Equity Occupational Group	Windsor	12	0	0.0 %	15.8 %	2	-2	Windsor
Total		1223	252	20.6 %	11.0 %	134	118	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-10-23

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	305	7	2.3 %	4.3 %	13	-6	National
03 : Professionals	National	134	5	3.7 %	3.8 %	5	0	National
04 : Semi-Professionals and Technicians	National	26	0	0.0 %	4.6 %	1	-1	National
05 : Supervisors	National	13	0	0.0 %	13.9 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	92	2	2.2 %	3.4 %	3	-1	National
08 : Skilled Sales and Service Personnel	National	1	0	0.0 %	3.5 %	0	0	National
10 : Clerical Personnel	National	142	5	3.5 %	7.0 %	10	-5	National
11 : Intermediate Sales and Service Personnel	National	510	8	1.6 %	5.6 %	29	-21	National
Total		1223	27	2.2 %	5.1 %	63	-36	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-10-23

000805

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2018-10-23

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Bayshore HealthCare Ltd.

Workforce Analysis - Summary Report

Date: 2018-10-23

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	27.4 %	0	0
02 : Middle and Other Managers	304	257	84.5 %	38.9 %	118	139
03 : Professionals	134	102	76.1 %	66.8 %	90	12
04 : Semi-Professionals and Technicians	26	14	53.8 %	60.6 %	16	-2
05 : Supervisors	13	8	61.5 %	62.0 %	8	0
07 : Administrative and Senior Clerical Personnel	92	77	83.7 %	86.0 %	79	-2
08 : Skilled Sales and Service Personnel	1	0	0.0 %	44.8 %	0	0
10 : Clerical Personnel	142	108	76.1 %	71.6 %	102	6
11 : Intermediate Sales and Service Personnel	510	434	85.1 %	70.2 %	358	76
Total	1223	1000	81.8 %	63.1 %	771	229

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-10-23

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	1	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	304	6	2.0 %	2.2 %	7	-1
03 : Professionals	134	1	0.7 %	1.7 %	2	-1
04 : Semi-Professionals and Technicians	26	0	0.0 %	2.1 %	1	-1
05 : Supervisors	13	0	0.0 %	4.7 %	1	-1
07 : Administrative and Senior Clerical Personnel	92	1	1.1 %	3.7 %	3	-2
08 : Skilled Sales and Service Personnel	1	0	0.0 %	1.0 %	0	0
10 : Clerical Personnel	142	3	2.1 %	4.6 %	7	-4
11 : Intermediate Sales and Service Personnel	510	4	0.8 %	4.6 %	23	-19
Total	1223	15	1.2 %	3.6 %	44	-29

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-10-23

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	1	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	304	38	12.5 %	15.0 %	46	-8
03 : Professionals	134	32	23.9 %	23.6 %	32	0
04 : Semi-Professionals and Technicians	26	5	19.2 %	27.9 %	7	-2
05 : Supervisors	13	1	7.7 %	5.1 %	1	0
07 : Administrative and Senior Clerical Personnel	92	22	23.9 %	3.8 %	3	19
08 : Skilled Sales and Service Personnel	1	0	0.0 %	24.2 %	0	0
10 : Clerical Personnel	142	45	31.7 %	5.5 %	8	37
11 : Intermediate Sales and Service Personnel	510	109	21.4 %	7.3 %	37	72
Total	1223	252	20.6 %	11.0 %	134	118

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-10-23

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	305	7	2.3 %	4.3 %	13	-6
03 : Professionals	134	5	3.7 %	3.8 %	5	0
04 : Semi-Professionals and Technicians	26	0	0.0 %	4.6 %	1	-1
05 : Supervisors	13	0	0.0 %	13.9 %	2	-2
07 : Administrative and Senior Clerical Personnel	92	2	2.2 %	3.4 %	3	-1
08 : Skilled Sales and Service Personnel	1	0	0.0 %	3.5 %	0	0
10 : Clerical Personnel	142	5	3.5 %	7.0 %	10	-5
11 : Intermediate Sales and Service Personnel	510	8	1.6 %	5.6 %	29	-21
Total	1223	27	2.2 %	5.1 %	63	-36

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-10-23

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-10-23

000812

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bayshore Healthcare Ltd.
[Date: 2018-10-23]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	6	29

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	13

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	1	0	27.40
02	Middle & Other Managers	317	278	38.90
03	Professionals	100	76	61.60
04	Semi-Professionals & Technicians	16	8	54.50
05	Supervisors	23	14	62.40
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	62	55	85.90
08	Skilled Sales & Service Personnel	1	0	44.80
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	130	108	71.20
11	Intermediate Sales & Service Personnel	405	354	69.70
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		1,055	893	60.4

*** Source:**
2011 National Household Survey

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	1	0	27.4	
	304	257	38.9	
	134	102	66.8	
	26	14	60.6	
	13	8	62.0	
	0	0	0.0	
	92	77	86.0	
	1	0	44.8	
	0	0	0.0	
	142	108	71.6	
	510	434	70.2	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	1,223	1,000	63.1	

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bayshore Healthcare Ltd.
[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	6	29

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	13

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	1	0	2.90
02	Middle & Other Managers	317	5	2.20
03	Professionals	100	0	1.70
04	Semi-Professionals & Technicians	16	0	2.10
05	Supervisors	23	0	4.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	62	0	3.60
08	Skilled Sales & Service Personnel	1	0	1.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	130	3	4.70
11	Intermediate Sales & Service Personnel	405	3	4.70
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		1,055	11	3.6

*** Source:**
2011 National Household Survey

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	1	0	2.9	
	304	6	2.2	
	134	1	1.7	
	26	0	2.1	
	13	0	4.7	
	0	0	0.0	
	92	1	3.7	
	1	0	1.0	
	0	0	0.0	
	142	3	4.6	
	510	4	4.6	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	1,223	15	3.6	

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bayshore Healthcare Ltd.
[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	6	29

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	13

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
01	Senior Managers	1	0	10.10
02	Middle & Other Managers	317	30	15.00
03	Professionals	100	7	23.90
04	Semi-Professionals & Technicians	16	0	29.00
05	Supervisors	23	5	4.20
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	62	7	4.10
08	Skilled Sales & Service Personnel	1	0	24.20
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	130	18	6.20
11	Intermediate Sales & Service Personnel	405	40	8.90
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		1,055	107	11.8

* Source:
2011 National Household Survey

Employment Equity Occupational Group (EEOG)		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		1	0	10.1
		304	38	15.0
		134	32	23.6
		26	5	27.9
		13	1	5.1
		0	0	0.0
		92	22	3.8
		1	0	24.2
		0	0	0.0
		142	45	5.5
		510	109	7.3
		0	0	0.0
		0	0	0.0
		0	0	0.0
		1,223	252	11.0

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bayshore Healthcare Ltd.
[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	6	29

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	13

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
01/02	Managers	318	6	4.30
03	Professionals	100	3	3.80
04	Semi-Professionals & Technicians	16	0	4.60
05	Supervisors	23	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	62	1	3.40
08	Skilled Sales & Service Personnel	1	0	3.50
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	130	3	7.00
11	Intermediate Sales & Service Personnel	405	5	5.60
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		1,055	18	5.2

* Source:
2011 National Household Survey

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
		305	7	4.3
		134	5	3.8
		26	0	4.6
		13	0	13.9
		0	0	0.0
		92	2	3.4
		1	0	3.5
		0	0	0.0
		142	5	7.0
		510	8	5.6
		0	0	0.0
		0	0	0.0
		0	0	0.0
Total		1,223	27	5.1

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Bayshore Healthcare Ltd.
[Date: 2018-10-23]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	29

End Date of Flow Data		
YYYY	MM	DD
2018	08	13

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	145	119	7	5	0	0	0	0	155	137	11	11
03 Professionals	111	85	5	5	0	0	0	0	79	62	2	2
04 Semi-Professionals & Technicians	18	11	0	0	0	0	0	0	7	4	0	1
05 Supervisors	2	2	0	0	0	0	0	0	10	6	1	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	65	53	14	10	0	0	0	0	42	36	12	9
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	81	59	19	17	0	0	0	0	76	64	15	15
11 Intermediate Sales & Service Personnel	312	265	174	160	0	0	0	0	260	228	129	119
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	734	594	219	197	0	0	0	0	629	537	170	157

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	29

End Date of Flow Data		
YYYY	MM	DD
2018	08	13

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	145	3	7	0	0	0	0	155	0	11	1	
03 Professionals	111	2	5	0	0	0	0	79	1	2	0	
04 Semi-Professionals & Technicians	18	0	0	0	0	0	0	7	0	0	0	
05 Supervisors	2	0	0	0	0	0	0	10	0	1	0	
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	
07 Administrative & Senior Clerical Personnel	65	1	14	0	0	0	0	42	0	12	0	
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	
10 Clerical Personnel	81	0	19	3	0	0	0	76	1	15	2	
11 Intermediate Sales & Service Personnel	312	5	174	1	0	0	0	260	3	129	1	
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	
Total	734	11	219	4	0	0	0	629	5	170	4	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	29

End Date of Flow Data		
YYYY	MM	DD
2018	08	13

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	145	3	7	1	0	0	0	0	155	3	11	0
03 Professionals	111	3	5	0	0	0	0	0	79	1	2	0
04 Semi-Professionals & Technicians	18	0	0	0	0	0	0	0	7	0	0	0
05 Supervisors	2	0	0	0	0	0	0	0	10	0	1	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	65	1	14	0	0	0	0	0	42	0	12	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	81	1	19	0	0	0	0	0	76	0	15	0
11 Intermediate Sales & Service Personnel	312	5	174	2	0	0	0	0	260	2	129	2
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	734	13	219	3	0	0	0	0	629	6	170	2

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	29

End Date of Flow Data		
YYYY	MM	DD
2018	08	13

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	145	29	7	2
03 Professionals	111	33	5	0
04 Semi-Professionals & Technicians	18	6	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	65	22	14	2
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	81	38	19	8
11 Intermediate Sales & Service Personnel	312	99	174	46
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	734	227	219	58

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
155	19	11	2
79	8	2	0
7	1	0	0
10	4	1	0
0	0	0	0
42	8	12	1
0	0	0	0
0	0	0	0
76	19	15	5
260	61	129	26
0	0	0	0
0	0	0	0
0	0	0	0
629	120	170	34

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000821

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)		All Employees										First/Previous Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To									
		2016-6-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-6-29	Annually	Over 3 Years	2016	2019									
		#	%	%	#	%	%	#	#	#	%	#	#	%								
01	Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	27.4%	0	0	0.0%	0.0%		
02	Middle & Other Managers	317	-1.4%		0	53.5%		0	0	278	0.0%	0	-155	0	38.9%	155	155	87.7%	87.7%			
03	Professionals	100	10.2%		0	69.2%		0	0	76	0.0%	0	-14	0	61.6%	14	14	76.0%	76.0%			
04	Semi-Professionals & Tech	16	17.6%		0	33.3%		0	0	8	0.0%	0	1	0	54.5%	-1	-1	50.0%	50.0%			
05	Supervisors	23	-17.3%		0	61.1%		0	0	14	0.0%	0	0	0	62.4%	0	0	60.9%	60.9%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	62	14.1%		0	70.1%		0	0	55	0.0%	0	-2	0	85.9%	2	2	88.7%	88.7%			
08	Skilled Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	44.8%	0	0	0.0%	0.0%			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	130	3.0%		0	66.9%		0	0	108	0.0%	0	-15	0	71.2%	15	15	83.1%	83.1%			
11	Intermediate Sales & Service	405	8.0%		0	85.0%		0	0	354	0.0%	0	-72	0	69.7%	72	72	87.4%	87.4%			
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		1,055	5.0%		0	70.1%		0	0	893	0.0%	0	-256	0	60.4%	256	256	84.6%	84.6%			

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

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

Table 2: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000822

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals		Aboriginal Peoples									
		Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				2016-6-29	Annually		Over 3 Years	2016					
		2016-6-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-6-29	Annually	Over 3 Years	2016	2019	%	%	%	%	%	%	
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%
01	Senior Managers	1	0.0%	1.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%
02	Middle & Other Managers	317	-1.4%	1.0%	10	53.5%	0.5%	5	15	5	0.5%	0	2	0	2.2%	2.2%	-2	-2	1.6%	1.5%
03	Professionals	100	10.2%	10.0%	30	69.2%	0.5%	2	32	0	0.5%	0	2	1	1.7%	1.7%	-2	-1	0.0%	0.8%
04	Semi-Professionals & Tech	16	17.6%	5.0%	2	33.3%	0.5%	0	2	0	0.5%	0	0	0	2.1%	2.1%	0	0	0.0%	0.0%
05	Supervisors	23	-17.3%	1.0%	1	61.1%	0.5%	0	1	0	0.5%	0	1	0	4.9%	4.9%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	62	14.1%	1.0%	2	70.1%	3.0%	6	8	0	3.0%	0	2	0	3.6%	3.6%	-2	-2	0.0%	0.0%
08	Skilled Sales & Service	1	0.0%	4.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	1.0%	1.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	130	3.0%	5.0%	20	66.9%	5.0%	20	40	3	5.0%	0	4	2	4.7%	4.7%	-3	-2	2.3%	3.3%
11	Intermediate Sales & Service	405	8.0%	1.0%	12	85.0%	0.5%	6	18	3	0.5%	0	17	1	4.7%	4.7%	-16	-16	0.7%	1.0%
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		1,055	5.0%		0	70.1%		0	0	11	0.0%	0	27	0	3.6%	3.6%	-27	-27	1.0%	1.0%

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	2.9	0	0.0	
02	Middle & Other Managers	0	2.2	2	0.0	
03	Professionals	1	1.7	1	0.0	
04	Semi-Professionals & Tech	0	2.1	0	0.0	
05	Supervisors	0	4.9	1	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	3.6	2	0.0	
08	Skilled Sales & Service	0	1.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	2	4.7	1	0.0	
11	Intermediate Sales & Service	1	4.7	4	0.0	Access to qualified aboriginal candidates limited in the areas where we recruit these positions.
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		4		11		

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000823

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees																		First/Previous Short-term Goals							
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years							
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY						
	2016-6-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-6-29	Annually	Over 3 Years	2016	2019	%	%	%	#	#	%	%							
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%							
	01/02 Managers	318	-0.7%	1.0%	10	26.7%	0.5%	5	15	6	0.5%	0	8	1	4.3%	4.3%	-8	-7	1.9%	2.1%						
03 Professionals	100	10.2%	10.0%	30	69.2%	0.5%	2	32	3	0.5%	0	2	1	3.8%	3.8%	-1	-1	3.0%	3.1%							
04 Semi-Professionals & Tech	16	17.6%	5.0%	2	33.3%	0.5%	0	2	0	0.5%	0	1	0	4.6%	4.6%	-1	-1	0.0%	0.0%							
05 Supervisors	23	-17.3%	1.0%	1	61.1%	0.5%	0	1	0	0.5%	0	3	0	13.9%	13.9%	-3	-3	0.0%	0.0%							
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!							
07 Administrative & Sr Clerical	62	14.1%	1.0%	2	70.1%	3.0%	6	8	1	3.0%	0	1	0	3.4%	3.4%	-1	-1	1.6%	1.6%							
08 Skilled Sales & Service	1	0.0%	4.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%							
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!							
10 Clerical Personnel	130	3.0%	5.0%	20	66.9%	5.0%	20	40	3	5.0%	0	8	3	7.0%	7.0%	-6	-5	2.3%	4.0%							
11 Intermediate Sales & Service	405	8.0%	1.0%	12	85.0%	0.5%	6	18	5	0.5%	0	18	1	5.6%	5.6%	-18	-17	1.2%	1.4%							
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!							
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!							
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!							
Total	1,055	5.0%		0	70.1%		0	0	18	0.0%	0	37	0		5.2%	-37	-37	1.7%	1.7%							

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	1	4.3	4	0.0	Qualifications of the position make it difficult to close this gap completely.
03 Professionals	1	3.8	0	0.0	
04 Semi-Professionals & Tech	0	4.6	1	0.0	
05 Supervisors	0	13.9	2	0.0	Qualifications of the position make it difficult to close this gap completely.
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	3.4	1	0.0	
08 Skilled Sales & Service	0	3.5	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	3	7.0	3	0.0	
11 Intermediate Sales & Service	1	5.6	4	0.0	Demands (physical, mental) of this position make it particularly difficult for persons with disabilities thus creating a smaller pool of qualified candidates.
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	6		15		

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000824

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	YYYY - YYYY								
		2016-6-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-6-29	Annually	Over 3 Years	2016		2019						
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	1	0.0%	1.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	10.0%	10.1%	0	0	0.0%	0.0%	
02	Middle & Other Managers	317	-1.4%	1.0%	10	53.5%	0.5%	15	30	0.5%	0	19	2	15.0%	15.0%	-18	-17	9.5%	9.8%		
03	Professionals	100	10.2%	10.0%	3	69.2%	0.5%	2	32	7	0.5%	0	24	8	23.9%	23.9%	-17	-16	7.0%	11.5%	
04	Semi-Professionals & Tech	16	17.6%	5.0%	2	33.3%	0.5%	0	2	0	0.5%	0	5	1	29.0%	29.0%	-5	-4	0.0%	5.6%	
05	Supervisors	23	-17.3%	1.0%	1	61.1%	0.5%	0	1	5	0.5%	0	-4	0	4.2%	4.2%	4	4	21.7%	20.8%	
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	62	14.1%	1.0%	2	70.1%	3.0%	6	8	7	3.0%	1	-3	0	4.1%	4.1%	4	3	11.3%	9.4%	
08	Skilled Sales & Service	1	0.0%	4.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	24.2%	0	0	0.0%	0.0%	
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	130	3.0%	5.0%	20	66.9%	5.0%	20	40	18	5.0%	3	-6	2	6.2%	6.2%	10	8	13.8%	11.3%	
11	Intermediate Sales & Service	405	8.0%	1.0%	12	85.0%	0.5%	6	18	40	0.5%	1	-2	2	8.9%	8.9%	4	4	9.9%	9.8%	
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		1,055	5.0%		0	70.1%		0	0	107	0.0%	0	17	0	11.8%		-17	-17	10.1%	10.1%	

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	10.0	0	0.0	Many management positions are located in very small and/or remote areas (eg. Over 100 are located in "Less CMA" Ontario, over 20 located in "Less CMA" British Columbia). These areas make it difficult to attract diverse candidates.
02	Middle & Other Managers	2	15.0	3	0.0	
03	Professionals	8	23.9	9	0.0	
04	Semi-Professionals & Tech	1	29.0	4	0.0	
05	Supervisors	0	4.2	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	4.1	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	2	6.2	0	0.0	
11	Intermediate Sales & Service	2	8.9	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		15		16		

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000825

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected	YYYY-MM-DD		Annually	Over 3 Years	From - To									
		2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-13	Annually	Over 3 Years	2018		2021						
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	27.4%	0	0	0.0%	0.0%		
02	Middle & Other Managers	304	-1.4%		0	53.5%		0	0	257	0.0%	0	-139	0	38.9%	139	139	84.5%	84.5%		
03	Professionals	134	10.2%		0	69.2%		0	0	102	0.0%	0	-12	0	66.8%	12	12	76.1%	76.1%		
04	Semi-Professionals & Tech	26	17.6%		0	33.3%		0	0	14	0.0%	0	2	0	60.6%	-2	-2	53.8%	53.8%		
05	Supervisors	13	-17.3%		0	61.1%		0	0	8	0.0%	0	0	0	62.0%	0	0	61.5%	61.5%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	92	14.1%		0	70.1%		0	0	77	0.0%	0	2	0	86.0%	-2	-2	83.7%	83.7%		
08	Skilled Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	44.8%	0	0	0.0%	0.0%		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	142	3.0%		0	66.9%		0	0	108	0.0%	0	-6	0	71.6%	6	6	76.1%	76.1%		
11	Intermediate Sales & Service	510	8.0%		0	85.0%		0	0	434	0.0%	0	-76	0	70.2%	76	76	85.1%	85.1%		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		1,223	5.0%		0	70.1%		0	0	1,000	0.0%	0	-228	0	63.1%	228	228	81.8%	81.8%		

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

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

Table 10: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000826

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Aboriginal Peoples			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Number	Actual		Projected		Actual	Projected		Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	From - To							
		YYYY-MM-DD	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually		Over 3 Years	2018-08-13	Annually	Over 3 Years	2018						2021	2018
		#	%	%	#	%	%	#	%	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	1	0.0%	1.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	0	2.9%	0	0	0.0%	0.0%	
02	Middle & Other Managers	304	-1.4%	1.0%	9	53.5%	25.0%	228	237	6	25.0%	5	6	6	2.5%	2.2%	-1	0	2.0%	2.2%	
03	Professionals	134	10.2%	10.0%	40	69.2%	35.0%	141	181	1	35.0%	1	3	3	1.7%	1.7%	-1	0	0.7%	1.7%	
04	Semi-Professionals & Tech	26	17.6%	10.0%	8	33.3%	15.0%	12	20	0	15.0%	0	1	1	2.5%	2.1%	-1	0	0.0%	2.9%	
05	Supervisors	13	-17.3%	1.0%	0	61.1%	30.0%	12	12	0	30.0%	0	1	1	4.7%	4.7%	-1	0	0.0%	7.7%	
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	92	14.1%	10.0%	28	70.1%	35.0%	97	125	1	35.0%	1	4	5	3.7%	3.7%	-2	1	1.1%	4.2%	
08	Skilled Sales & Service	1	0.0%	4.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	0	1.0%	0	0	0.0%	0.0%	
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	142	3.0%	3.0%	13	66.9%	30.0%	128	141	3	30.0%	3	7	7	5.0%	4.6%	-4	0	2.1%	4.5%	
11	Intermediate Sales & Service	510	8.0%	5.0%	77	85.0%	50.0%	765	842	4	50.0%	6	29	39	4.6%	4.6%	-19	10	0.8%	6.3%	
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		1,223	5.0%		0	70.1%		0	0	15	0.0%	0	29	0	3.6%	-29	-29	1.2%	1.2%		

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers			
02	Middle & Other Managers	2.5%	2.5%	
03	Professionals	1.7%	1.7%	
04	Semi-Professionals & Tech	2.5%	2.5%	
05	Supervisors	4.7%	4.7%	
06	Supervisors: Crafts & Trades			
07	Administrative & Sr Clerical	3.7%	3.7%	
08	Skilled Sales & Service		1.0%	
09	Skilled Crafts & Trades			
10	Clerical Personnel	5.0%	5.0%	Access to qualified aboriginal candidates projected to continue to be limited in the areas where we recruit these positions.
11	Intermediate Sales & Service	4.6%	4.6%	Access to qualified aboriginal candidates projected to continue to be limited in the areas where we recruit these positions.
12	Semi-Skilled Manual			
13	Other Sales & Service			
14	Other Manual Workers			
Total		0.0%		

Federal Contractors Program Achievement Report

Part 3: Goals

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000827

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-13	Annually	Over 3 Years	2018	2021	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	305	-0.7%	2.0%	18	26.7%	25.5%	233	251	7	25.5%	5	12	11	4.3%	4.3%	-6	-1	2.3%	4.0%	
03 Professionals	134	10.2%	10.0%	40	69.2%	35.0%	141	181	5	35.0%	5	7	0	3.8%	3.8%	0	-7	3.7%	0.0%	
04 Semi-Professionals & Tech	26	17.6%	10.0%	8	33.3%	15.0%	12	20	0	15.0%	0	2	1	4.6%	4.6%	-1	-1	0.0%	2.9%	
05 Supervisors	13	-17.3%	1.0%	0	61.1%	30.0%	12	12	0	30.0%	0	2	2	13.9%	13.9%	-2	0	0.0%	15.4%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	92	14.1%	10.0%	28	70.1%	35.0%	97	125	2	35.0%	2	4	4	3.4%	3.4%	-1	0	2.2%	3.3%	
08 Skilled Sales & Service	1	0.0%	4.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	142	3.0%	3.0%	13	66.9%	30.0%	128	141	5	30.0%	5	11	10	7.0%	7.0%	-5	-1	3.5%	6.5%	
11 Intermediate Sales & Service	510	8.0%	5.0%	77	85.0%	50.0%	765	842	8	50.0%	12	37	47	5.6%	5.6%	-21	10	1.6%	7.3%	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	1,223	5.0%		0	70.1%		0	0	27	0.0%	0	35	0		5.1%	-35	-35	2.2%	2.2%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	4.3%	4.9%	Qualifications of the position projected to continue to make it difficult to close this gap completely in the short term.
03 Professionals			
04 Semi-Professionals & Tech	4.6%	4.0%	Qualifications of the position projected to continue to make it difficult to close this gap completely in the short or long term.
05 Supervisors	13.9%	14.0%	
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical	3.4%	3.5%	
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel	7.0%	8.0%	
11 Intermediate Sales & Service	5.6%	5.6%	Continued demands (physical, mental) of this position make it particularly difficult for persons with disabilities thus creating a smaller pool of qualified candidates. High turnover in this role will hop
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			
Total	0.0%		

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		All Employees											Subsequent/Current Short-term Goals							
		Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To						
			2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2018		2021						
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	1	0.0%	1.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	10.1%	0	0	0.0%	0.0%	
02	Middle & Other Managers	304	-1.4%	1.0%	9	53.5%	25.0%	228	237	38	25.0%	29	38	36	15.0%	-8	-2	12.5%	14.4%	
03	Professionals	134	10.2%	10.0%	40	69.2%	35.0%	141	181	32	35.0%	34	43	0	23.6%	0	-43	23.9%	-1.1%	
04	Semi-Professionals & Tech	26	17.6%	10.0%	8	33.3%	15.0%	12	20	5	15.0%	2	6	6	27.9%	-2	0	19.2%	26.5%	
05	Supervisors	13	-17.3%	1.0%	0	61.1%	30.0%	12	12	1	30.0%	1	1	0	5.1%	0	-1	7.7%	0.0%	
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	92	14.1%	10.0%	28	70.1%	35.0%	97	125	22	35.0%	23	6	0	3.8%	19	-6	23.9%	-0.8%	
08	Skilled Sales & Service	1	0.0%	4.0%	0	0.0%	0.5%	0	0	0	0.5%	0	0	0	24.2%	0	0	0.0%	0.0%	
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	142	3.0%	3.0%	13	66.9%	30.0%	128	141	45	30.0%	41	5	0	5.5%	37	-5	31.7%	2.6%	
11	Intermediate Sales & Service	510	8.0%	5.0%	77	85.0%	50.0%	765	842	109	50.0%	164	98	0	7.3%	72	-98	21.4%	-9.4%	
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		1,223	5.0%		0	70.1%		0	0	252	0.0%	0	-117	0	11.0%	117	117	20.6%	20.6%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers					
02	Middle & Other Managers		15.0%		16.0%	
03	Professionals					
04	Semi-Professionals & Tech		27.9%		28.0%	
05	Supervisors					
06	Supervisors: Crafts & Trades					
07	Administrative & Sr Clerical					
08	Skilled Sales & Service					
09	Skilled Crafts & Trades					
10	Clerical Personnel					
11	Intermediate Sales & Service					High turnover in this role will hopefully allow for new and diverse candidates to be hired.
12	Semi-Skilled Manual					
13	Other Sales & Service					
14	Other Manual Workers					
Total			0.0%			

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000829

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Women							Women				Women				Women							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
01 Senior Managers	2016	1	0	0.0	27.4	0	0	0.0																	
	2018	1	0	0.0	27.4	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2016	317	278	87.7	38.9	123	155	225.4																	
	2018	304	257	84.5	38.9	118	139	217.3	152	124	81.6	59	65	0	0	0.0	0	0	0	166	148	89.2	146	2	
03 Professionals	2016	100	76	76.0	61.6	62	14	123.4																	
	2018	134	102	76.1	66.8	90	12	114.0	116	90	77.6	77	13	0	0	0.0	0	0	0	81	64	79.0	62	2	
04 Semi-Professionals & Technicians	2016	16	8	50.0	54.5	9	-1	91.7																	
	2018	26	14	53.8	60.6	16	-2	88.9	18	11	61.1	11	0	0	0	0.0	0	0	0	7	5	71.4	4	2	
05 Supervisors	2016	23	14	60.9	62.4	14	0	97.5																	
	2018	13	8	61.5	62.0	8	0	99.3	2	2	100.0	1	1	0	0	0.0	0	0	0	11	6	54.5	7	-1	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments	
		Flow Data			Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	2018	152	124	81.6	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	152	124	81.6			0.0	0.0				0.0	0.0	
03 Professionals	2018	116	90	77.6	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	116	90	77.6			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	2018	18	11	61.1	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	18	11	61.1			0.0	0.0				0.0	0.0	
05 Supervisors	2018	2	2	100.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	2	2	100.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000830

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	62	55	88.7	85.9	53	2	103.3																	
	2018	92	77	83.7	86.0	79	-2	97.3	79	63	79.7	68	-5	0	0	0.0	0	0	54	45	83.3	48	-3		
08 Skilled Sales & Service Personnel	2016	1	0	0.0	44.8	0	0	0.0																	
	2018	1	0	0.0	44.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
10 Clerical Personnel	2016	130	108	83.1	71.2	93	15	116.7																	
	2018	142	108	76.1	71.6	102	6	106.2	100	76	76.0	72	4	0	0	0.0	0	0	91	79	86.8	76	3		
11 Intermediate Sales & Service Personnel	2016	405	354	87.4	69.7	282	72	125.4																	
	2018	510	434	85.1	70.2	358	76	121.2	486	425	87.4	341	84	0	0	0.0	0	0	389	347	89.2	340	7		
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2018	79	63	79.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	79	63	79.7			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	100	76	76.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	100	76	76.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	486	425	87.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	486	425	87.4			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000831

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	1,055	893	84.6	60.4	637	256	140.1																
	2018	1,223	1,000	81.8	63.1	772	228	129.6	953	791	83.0	601	190	0	0	0.0	0	0	0	799	694	86.9	676	18

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	953	791	83.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	953	791	83.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000832

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
01 Senior Managers	2016	1	0	0.0	2.9	0	0	0.0																
	2018	1	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	317	5	1.6	2.2	7	-2	71.7																
	2018	304	6	2.0	2.2	7	-1	89.7	152	3	2.0	3	0	0	0	0.0	0	0	0	166	1	0.6	3	-2
03 Professionals	2016	100	0	0.0	1.7	2	-2	0.0																
	2018	134	1	0.7	1.7	2	-1	43.9	116	2	1.7	2	0	0	0	0.0	0	0	0	81	1	1.2	0	1
04 Semi-Professionals & Technicians	2016	16	0	0.0	2.1	0	0	0.0																
	2018	26	0	0.0	2.1	1	-1	0.0	18	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0
05 Supervisors	2016	23	0	0.0	4.9	1	-1	0.0																
	2018	13	0	0.0	4.7	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	11	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
01 Senior Managers	2018	0	0	0.0	0	0.0	2.9	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	2018	152	3	2.0	0	0.0	2.2	89.7	2	150.0	0.0	0.0	
	2021	152	3	2.0			0.0	7894.7			0.0	7894.7	
03 Professionals	2018	116	2	1.7	1	200.0	1.7	101.4	1	200.0	0.0	0.0	
	2021	116	2	1.7			0.0	10142.0			0.0	10142.0	
04 Semi-Professionals & Technicians	2018	18	0	0.0	0	0.0	2.1	0.0	0	0.0	0.0	0.0	
	2021	18	0	0.0			0.0	0.0			0.0	0.0	
05 Supervisors	2018	2	0	0.0	0	0.0	4.9	0.0	1	0.0	0.0	0.0	
	2021	2	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000833

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
07 Administrative & Senior Clerical	2016	62	0	0.0	3.6	2	-2	0.0																
	2018	92	1	1.1	3.7	3	-2	29.4	79	1	1.3	3	-2	0	0	0.0	0	0	0	54	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	1	0	0.0	1.0	0	0	0.0																
	2018	1	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
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	130	3	2.3	4.7	6	-3	49.1																
	2018	142	3	2.1	4.6	7	-4	45.9	100	3	3.0	5	-2	0	0	0.0	0	0	0	91	3	3.3	2	1
11 Intermediate Sales & Service Personnel	2016	405	3	0.7	4.7	19	-16	15.8																
	2018	510	4	0.8	4.6	23	-19	17.1	486	6	1.2	22	-16	0	0	0.0	0	0	0	389	4	1.0	3	1
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2018	79	1	1.3	0	0.0	3.6	35.2	2	50.0	0.0	0.0		
	2021	79	1	1.3			0.0	3421.1		0.0	3421.1			
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	1.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0		0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0		0.0	0.0	0.0		
10 Clerical Personnel	2018	100	3	3.0	2	150.0	4.7	63.8	1	300.0	0.0	0.0	Access to qualified aboriginal candidates limited in the areas where we recruit these positions.	
	2021	100	3	3.0			0.1	6000.0		0.1	6000.0			
11 Intermediate Sales & Service Personnel	2018	486	6	1.2	1	600.0	4.7	26.3	4	150.0	0.0	0.0		
	2021	486	6	1.2			0.0	2683.8		0.0	2683.8			
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0		0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000834

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	1,055	11	1.0	3.6	38	-27	29.0																
	2018	1,223	15	1.2	3.6	44	-29	34.1	953	15	1.6	34	-19	0	0	0.0	0	0	0	799	9	1.1	8	1

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	953	15	1.6	4	375.0	0.0	0.0	11	136.4	0.0	0.0		
	2021	953	15	1.6			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000835

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
01 & 02 Managers	2016	318	6	1.9	4.3	14	-8	43.9																
	2018	305	7	2.3	4.3	13	-6	53.4	152	4	2.6	7	-3	0	0	0.0	0	0	0	166	3	1.8	3	0
03 Professionals	2016	100	3	3.0	3.8	4	-1	78.9																
	2018	134	5	3.7	3.8	5	0	98.2	116	3	2.6	4	-1	0	0	0.0	0	0	0	81	1	1.2	2	-1
04 Semi-Professionals & Technicians	2016	16	0	0.0	4.6	1	-1	0.0																
	2018	26	0	0.0	4.6	1	-1	0.0	18	0	0.0	1	-1	0	0	0.0	0	0	0	7	0	0.0	0	0
05 Supervisors	2016	23	0	0.0	13.9	3	-3	0.0																
	2018	13	0	0.0	13.9	2	-2	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	11	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	152	4	2.6	1	400.0	4.3	61.2	4	100.0	0.00	0.0		
	2021	152	4	2.6			0.0	6120.0			0.05	5370.6		
03 Professionals	2018	116	3	2.6	1	300.0	3.8	68.1	0	0.0	0.00	0.0		
	2021	116	3	2.6			0.0	0.0			0.00	0.0		
04 Semi-Professionals & Technicians	2018	18	0	0.0	0	0.0	4.6	0.0	1	0.0	0.00	0.0		
	2021	18	0	0.0			0.0	0.0			0.04	0.0		
05 Supervisors	2018	2	0	0.0	0	0.0	13.9	0.0	2	0.0	0.00	0.0		
	2021	2	0	0.0			0.1	0.0			0.14	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000836

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities									
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2016	62	1	1.6	3.4	2	-1	47.4																
	2018	92	2	2.2	3.4	3	-1	63.9	79	1	1.3	3	-2	0	0	0.0	0	0	54	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2016	1	0	0.0	3.5	0	0	0.0																
	2018	1	0	0.0	3.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	130	3	2.3	7.0	9	-6	33.0																
	2018	142	5	3.5	7.0	10	-5	50.3	100	1	1.0	7	-6	0	0	0.0	0	0	91	0	0.0	2	-2	
11 Intermediate Sales & Service Personnel	2016	405	5	1.2	5.6	23	-18	22.0																
	2018	510	8	1.6	5.6	29	-21	28.0	486	7	1.4	27	-20	0	0	0.0	0	0	389	4	1.0	5	-1	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2018	79	1	1.3	0	0.0	3.4	37.2	1	100.0	0.0	0.0	
	2021	79	1	1.3			0.0	3723.0			0.0	3616.6	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	3.5	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2018	100	1	1.0	3	33.3	7.0	14.3	3	33.3	0.0	0.0	
	2021	100	1	1.0			0.1	1428.6			0.1	1250.0	
11 Intermediate Sales & Service Personnel	2018	486	7	1.4	1	700.0	5.6	25.7	4	175.0	0.0	0.0	
	2021	486	7	1.4			0.1	2572.0			0.1	2572.0	
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

000837

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	1,055	18	1.7	5.2	55	-37	32.8																
	2018	1,223	27	2.2	5.1	62	-35	43.3	953	16	1.7	49	-33	0	0	0.0	0	0	0	799	8	1.0	14	-6

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
Total	2018	953	16	1.7	6	266.7	0.0	0.0	0.0	15	106.7	0.0	0.0	
	2021	953	16	1.7			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	1	0	0.0	10.1	0	0	0.0																
	2018	1	0	0.0	10.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	317	30	9.5	15.0	48	-18	63.1																
	2018	304	38	12.5	15.0	46	-8	83.3	152	31	20.4	23	8	0	0	0.0	0	0	0	166	21	12.7	16	5
03 Professionals	2016	100	7	7.0	23.9	24	-17	29.3																
	2018	134	32	23.9	23.6	32	0	101.2	116	33	28.4	27	6	0	0	0.0	0	0	0	81	8	9.9	6	2
04 Semi-Professionals & Technicians	2016	16	0	0.0	29.0	5	-5	0.0																
	2018	26	5	19.2	27.9	7	-2	68.9	18	6	33.3	5	1	0	0	0.0	0	0	0	7	1	14.3	0	1
05 Supervisors	2016	23	5	21.7	4.2	1	4	517.6																
	2018	13	1	7.7	5.1	1	0	150.8	2	0	0.0	0	0	0	0	0.0	0	0	0	11	4	36.4	2	2
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	10.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	2018	152	31	20.4	2	1,550.0	15.0	136.0	3	1,033.3	0.0	0.0	
	2021	152	31	20.4			0.2	13596.5			0.2	12746.7	
03 Professionals	2018	116	33	28.4	8	412.5	23.9	119.0	9	366.7	0.0	0.0	
	2021	116	33	28.4			0.0	0.0			0.0	0.0	
04 Semi-Professionals & Technicians	2018	18	6	33.3	1	600.0	29.0	114.9	4	150.0	0.0	0.0	
	2021	18	6	33.3			0.3	11947.4			0.3	11904.8	
05 Supervisors	2018	2	0	0.0	0	0.0	4.2	0.0	0	0.0	0.0	0.0	
	2021	2	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	62	7	11.3	4.1	3	4	275.4																
	2018	92	22	23.9	3.8	3	19	629.3	79	24	30.4	3	21	0	0	0.0	0	0	0	54	9	16.7	6	3
08 Skilled Sales & Service Personnel	2016	1	0	0.0	24.2	0	0	0.0																
	2018	1	0	0.0	24.2	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	130	18	13.8	6.2	8	10	223.3																
	2018	142	45	31.7	5.5	8	37	576.2	100	46	46.0	6	41	0	0	0.0	0	0	0	91	24	26.4	13	11
11 Intermediate Sales & Service Personnel	2016	405	40	9.9	8.9	36	4	111.0																
	2018	510	109	21.4	7.3	37	72	292.8	486	145	29.8	35	110	0	0	0.0	0	0	0	389	87	22.4	38	49
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	79	24	30.4	0	0.0	4.1	741.0	0	0.0	0.0	0.0	
	2021	79	24	30.4			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2018	100	46	46.0	2	2300.0	6.2	741.9	0	0.0	0.0	0.0	
	2021	100	46	46.0			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2018	486	145	29.8	2	7250.0	8.9	335.2	0	0.0	0.0	0.0	
	2021	486	145	29.8			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	1,055	107	10.1	11.8	124	-17	86.0																
	2018	1,223	252	20.6	11.0	135	117	187.3	953	285	29.9	105	180	0	0	0.0	0	0	0	799	154	19.3	81	73

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	953	285	29.9	15	1900.0	0.0	0.0	16	1781.3	0.0	0.0		
	2021	953	285	29.9			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Bayshore Healthcare Ltd.
[Date: 2018-10-23]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

Documented shortage of home healthcare workers in Canada, nursing and personal support, has significantly reduced the recruitment pool for all groups workers including designated groups. Market shortages expected to continue for the next 3-5 years.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Bayshore Healthcare Ltd.

Primary Location: Mississauga, Ontario

Number of Employees: 1223

- Ontario 991
- British Columbia 98
- Alberta 79
- New Brunswick 19
- Quebec 17
- Nova Scotia 7
- Manitoba 5
- Saskatchewan 5
- Prince Edward Island 1
- Newfoundland & Labrador 1

Organization Overview:

NAICS # 6216

Bayshore HealthCare Ltd. provides home and community health care services in Canada. Its services include a cancer assistance program that provides families with helpful advice, information, and support on cancer; care assistance programs that connect employees, immediate family, and parents to a registered nurse; community health relief staffing services to aboriginal and northern communities in Manitoba, Northern Ontario, and Quebec. The company offers home health care, therapy and rehabilitation, The Seniors' Care Assistance Program, northern nursing, free exercise and falls prevention classes, specialty services, long-term care and retirement home services, and dementia care.

Key Dates – First Year Assessment

Initiated: 2016-05-02 ext granted 2016-07-11
 Received: 2016-08-10
 Closed: 2016-08-18
 Workforce 2016-07-07
 Analysis:

Key Dates – Subsequent Assessment

Initiated: 2018-09-07
 Received: 2018-11-08
 Workforce 2018-08-13
 Analysis:

DATA VERIFICATION

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

Yes No

Comments:

The period reported on the FORMS 1 – 6 is 2016-06-29 to 2018-08-13.

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

Yes No

Comments:

The data from the current workforce analysis included in the Achievement Report is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, many gaps were found in different EEOG's in all four designated groups. The Company set some of the short-term in numerical and percentage format while no long-term goals were set in the previous assessment. For the purpose of this assessment, only percentage format is being used.

Women

04	Semi-Professionals & Technicians	No Goal set
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Assessment/Observations

- EEOG 04 - Short and Long-term goals were not required to be set in the previous assessment since the representation was already at 50.0%.

Aboriginal Peoples

02	Middle & Other Managers	Goal met (achieved 89.7%)
03	Professionals	Goal met (achieved 101.4%)
05	Supervisors	Goal not met
07	Administrative & Senior Clerical Personnel	Goal not met (achieved 35.2%)
10	Clerical Personnel	Goal not met (achieved 63.8%)

11	Intermediate Sales & Service Personnel	Goal not met (achieved 72.6%)
----	--	-------------------------------

Assessment/Observations

- EEOG 02 - Out of 152 new entrants, three were from this designated group. The market availability is 2.2%. The company had set a goal of hiring or promoting 2.2% and achieved 89.7% of the goal set.
- EEOG 03 - Out of 116 new entrants, two were from this designated group. The market availability is 1.7%. The company had set a goal of hiring or promoting 1.7% and achieved 101.4% of the goal set.
- EEOG 05 - Out of two new entrants, none were from this designated group. The market availability is 4.9%. The company had set a goal of hiring or promoting 4.9% but achieved 0.0% of the goal set.
- EEOG 07 - Out of 79 new entrants, one was from this designated group. The market availability is 3.6%. The company had set a goal of hiring or promoting 3.6% and achieved 35.2% of the goal set.
- EEOG 10 - Out of 100 new entrants, three were from this designated group. The market availability is 4.7%. The company set a goal of hiring or promoting 4.7% and achieved 63.8% of the goal set.
- EEOG 11 - Out of 486 new entrants, six were from this designated group. The market availability is 4.7%. The company set a goal of hiring or promoting 4.7% and achieved 26.3% of the goal set.

Persons with Disabilities

01/02	Managers	Goal not met (achieved 61.2%)
03	Professionals	Goal not met (achieved 68.1%)
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
05	Supervisors	Goal not met (achieved 0.0%)
07	Administrative & Senior Clerical Personnel	Goal not met (achieved 37.2%)
10	Clerical Personnel	Goal not met (achieved 14.3%)
11	Intermediate Sales & Service Personnel	Goal not met (achieved 25.7%)

Assessment/Observations

- EEOG 01/02 - Out of 152 new entrants, four were from this designated group. The market availability is 4.3%. The company set a goal of hiring or promoting 4.3% and achieved 61.2% of the goal set.
- EEOG 03 - Out of 116 new entrants, three were from this designated group. The market availability is 3.8%. The company set a goal of hiring or promoting 3.8% and achieved 68.1% of the goal set.
- EEOG 04 - Out of 18 new entrants, none were from this designated group. The market availability is 4.6%. The company set a goal of hiring or promoting 4.6% and achieved 0.0% of the goal set.

- EEOG 05 - Out of two new entrants, none were from this designated group. The market availability is 13.9%. The company set a goal of hiring or promoting 13.9% and achieved 0.0% of the goal set.
- EEOG 07 - Out of 79 new entrants, one was from this designated group. The market availability is 3.4%. The company set a goal of hiring or promoting 3.4% and achieved 37.2% of the goal set.
- EEOG 10 - Out of 100 new entrants, one was from this designated group. The market availability is 7.0%. The company set a goal of hiring or promoting 7.0% and achieved 14.3% of the goal set.
- EEOG 11 - Out of 486 new entrants, seven were from this designated group. The market availability is 5.6%. The company set a goal of hiring or promoting 5.6% and achieved 25.7% of the goal set.

Members of Visible Minorities

02	Middle & Other Managers	Goal met (achieved 136.0%)
03	Professionals	Goal met (achieved 119.0%)
04	Semi-Professionals & Technicians	Goal met (achieved 114.9%)

Assessment/Observations

- EEOG 02 - Out of 152 new entrants, 31 were from this designated group. The market availability is 15.0%. The company set a goal of hiring or promoting 15.0% and achieved 136.0% of the goal set.
- EEOG 03 - Out of 116 new entrants, 33 were from this designated group. The market availability is 23.9%. The company set a goal of hiring or promoting 23.9% and achieved 119.0% of the goal set.
- EEOG 04 - Out of 18 new entrants, six were from this designated group. The market availability is 29.0%. The company set a goal of hiring or promoting 29.0% and achieved 114.9% of the goal set.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- During their initial assessment, the organization set sixteen short-term goals and only five were met above 80%. Some reasonable efforts were made in most of the goals that were set.

ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format.
- All short-term and long term goals are set at labour market availability.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
04	Semi-Professionals & Technicians	-2	Not req	Not req	53.8	60.6
07	Administrative & Senior Clerical Personnel	-2	Not req	Not req	83.7	86.0

Observations:

- Although availability is higher in EEOG's 04 and EEOG 07, goals were not required to be set since the present availability is 60.6% and 86.0% resp. This is done so as not to encourage the occupational clustering of women in these occupations, and to ensure that they are inclusive of all genders.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-1	2.5	2.5	2.0	2.2
03	Professionals	-1	1.7	1.7	0.7	1.7
04	Semi-Professionals & Technicians	-1	2.5	2.5	0.0	2.1
05	Supervisors	-1	4.7	4.7	0.0	4.7
07	Administrative & Senior Clerical Personnel	-2	3.7	3.7	1.1	3.7
10	Clerical Personnel	-4	5.0	5.0	2.1	4.6
11	Intermediate Sales & Service Personnel	-19	4.6	4.6	0.8	4.6

Observations:

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-6	4.3	4.9	2.3	4.3
04	Semi-Professionals & Technicians	-1	4.6	4.0	0.0	4.6
05	Supervisors	-2	13.9	14.0	0.0	13.9
07	Administrative & Senior Clerical Personnel	-1	3.4	3.5	2.2	3.4
10	Clerical Personnel	-5	7.0	8.0	3.5	7.0
11	Intermediate Sales & Service Personnel	-21	5.6	5.6	1.6	5.6

Observations:

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
02	Middle & Other Managers	-8	15.0	16.0	12.5	15.0
04	Semi-Professionals & Technicians	-2	27.9	28.0	19.2	27.9

Observations:

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:

- Given that Bayshore Healthcare Ltd. has quite a few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

Name of Analyst: Neena Sharan

Date: November 29, 2018

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: December 21, 2018 8:17 AM
To: 'kwebster@bayshore.ca'; 'dpulcina@bayshore.ca'; 'Wendy Glaser'
Subject: Government of Canada Agreement Number: 100174 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Kevin Webster:

I am writing to inform you that the subsequent compliance assessment initiated on September 07, 2018 has been completed. As a result of the assessment, Bayshore HealthCare Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the Bayshore HealthCare Ltd. employment equity program.

- Given that Bayshore Healthcare Ltd. has quite a few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on September 07, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Bayshore HealthCare Ltd. 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!