de Employment and Employment Social Development Canada Dévelopment social Canada Dévelopment social Canada

BEST AVAILABLE COPY

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED . 8 OFFICIAL USE ONLY Agreement N 100174

Agreement to implement Employment Equity

New Agreement	(All sections	must be comple	ted)				
Revised Agreement							
			***************************************	***************************************			
Legal Name of Organization		ANIZATION	**************************************			*************	***************************************
Bāykbore RelithCare ltd.			ratest compan	in located outside	Canada		
				□ Y+0 [Z] No		
Operating Name (if different from Legal Ners	e of Granding	***************************************		***************************************	~**************************************	***************************************	
			Townsoncerus				
Organization's North American Industry Class	Beation System (NACS) (Sy	Sa Sa certra r	Permanent Full	Time and/or Part-1	ime)	···	
To find your organization's four-digit NAICS of http://www.statcan.gc.ca/subjects-sujets/stan	ode diesea visit		Federally	Regulated			
62161- Home Health Care Ser	Wices	1154-1010-0119.11119	Z Provincial	y Regulated			
		***************************************			nani omininari.		~~~~
Address (building number, street, suse, etc.)	HEA	OOFFICE	·····			***************	***********
2101 Hadver Rd.		Cay Mississance		Province	Postatio		
		Telephone Number	***************************************		LISK S	***************************************	
		995-822-8075					
	EMPLOYNEN	TEQUITY CONT.	V.		***************************************	***************************************	
Name (sent)	***************************************	Title		***************************************	***************************************		
Diska Palkilaa Tekshone Number	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	National Dir	*******************************		www		
905-802-8075 x 30300	E-mail Address			Preferred Languag	e of Corre	risponderi	iGe
	apuloine@bayehore			[/] English		French	
***	CERT	TFICATION	······································		***************************************	***************************************	
The above-named organization:							
* having a combined workforce of 100							
 intending to bid on, or being in receip Supply Arrangement, valued at \$1,00 	Lof. a federal government	goods or services o	ontract, standin	g offer or contrac	t issued	undera	
hereby certifies its commitment to implem			vytinys biototic biotic	Andread Warris and a state of the	26		
anamaman, arawayang wali me redelah (JONUACIONS Program realist	semiaris. Pirir wanto u	ong cases, coy Mormation on h	ond the period of ow to implement :	amployn:	uremen ient egu	ā lity
please refer to: http://www.esdc.gc.ca/en							
Important note: If an audit of the Agreen the procurement instrument(s) with the G	nent to implement Employs overnment of Conada may	nent Equity uncove	rs misrepresent	ation on the part	of the org	ganizatio	oń,
	·	***************************************	***************************************			***************************************	Yeores established
5 2 7 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	**************************************	NATORY			***************************************	***************************************	
NOTE: The signatory must be the Chief contract on behalf of the organiz	Exécutive Officer OR an ai ation	uthorized person in	an executive po	sition with legal a	uthority	to sign a	à
Narra (pert)		Title	***************************************	***************************************			***********
Fores Websicx	****	Managing Dir	ødtor				
Telephone Number	E-mail Address			Preferred Langue	jë of Con	esponde	nce
	kwebsterêbayehor	8.Ca		[Z] English		French	ŧ-
Say		Date (YYYY-MM-00	}	***************************************	***************************************		
		2016-01-22					
² n racy monce,		***************************************	***************************************	***************************************	~~~~~	******************	secciónico
The information you provide on this form is coll Contractors Program (ECP).	ected under the authority of a	ection 42 of the $Empk$	yment Equity Act	In determine your o	sligibility fi	or the Fee	derat
Completion of this form is mandatory. Refusal	lo provide personal informatio	n will result in the orga	nization's name t	eina blaced on the	FCP Limit	ded Flicit	ošitv
	reconstruction of the Arches Co	uningos or any value s	ind may also resu	fill the termination	of the co	otract.	
The information you provide may be used and/ bs:Cosures of your personal information will be	or discloses for policy analysis ver result in an administrative	s, research and/or eva decision being made :	kation purposes. about you	However, these ad	ditional or	ses and/c	30
Our personal information is administered in ad- Our personal information, which is described in							asito,
overnment publication entitled <i>Info Source</i> , will iccessed online at any Service Canada Centre	Nich is available at the introder						
		VSTRUCTIONS		(CCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCC	***************************************		
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	se Commission of the second	ina una tuna 8 · · · · · ·					
The signed Agreement to Implement	s coproving at Equity 10:	m must be sent to	me Labour Pr	ogram by			

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.qc.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; <u>WGlaser@solertia.ca</u>; <u>HRusen@solertia.ca</u> **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

Treporting Ferror 2010-00-10

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	1	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	856	135	0	991
Québec	15	2	0	17
Nova Scotia	6	1	0	7
New Brunswick	16	3	0	19
Manitoba	3	2	0	5
British Columbia	71	27	0	98
Prince Edward Island	1	0	0	1
Saskatchewan	4	1	0	5
Alberta	57	22	0	79
Newfoundland and Labrador	1	0	0	1
Total Employees in Can	ada 🕨			1223

	Cer	nsus Metropolita	ın Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	22	8	0	30
Edmonton	35	13	0	48
Halifax	6	1	0	7
Montréal	10	1	0	11
Regina	2	0	0	2
Toronto	13	0	0	13
Vancouver	9	1	0	10
Winnipeg	3	2	0	5
St. John's	1	0	0	1
Moncton	2	1	0	3
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. Catharine: Niagara	s - 18	2	0	20

Canada

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
Kitchener - Cambridge - Waterloo	1	3	0	4
London	6	1	0	7
Windsor	17	11	0	28
Greater Sudbu	ıry 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 CMA	us 0	1	0	1
B.C. less CMA	s 57	14	0	71
N.B. less CMA	. 5	0	0	5
Ont. less CMA	s 678	72	0	750
P.E.I.	1	0	0	1



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

	Perma Full	anent I-time	Permanent Part-time	Temporary	Total Number of Employees
Que. less CM/	As	2	0	0	2
Total Employ	ees in (Canada	•		1223

Employment and Social Emploi et Développement Development Canada social Canada

Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group			All Employees			Aboriginal Peoples			ns with Disa		Members of Visible Minorities		
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1					1	1				
	Total	1	1					1	1				
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	26	12	14							5	4	1
	Total	26	12	14							5	4	1

Page 1 of 5 Canada

Form 2 A

Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Occupational Group		A	All Employee			original Peo	oles		ns with Disa	bilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	Total	Men Col. 3	Women	Total Col. 5	Men Col. 6	Women	Total	Men Col. 9	Women	Total	Men Col. 12	Women Col. 13
		Col. 2	C01. 3	Col. 4	C01. 5	C01. 6	Col. 7	Col. 8	C01. 9	Col. 10	Col. 11	C01. 12	C01. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	12	5	7							1		1
	Total	12	5	7							1		1
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Form 2 A

Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Form 2 B

Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

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

Form 2 B

Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Occupational Group		P	All Employees	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	17	4	13	2		2				5	1	4
	Total	17	4	13	2		2				5	1	4
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

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

	All Employees			Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Members of Visible Minorities			
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Middle and Other Managers	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	

Canada

Form 4 B

Bayshore HealthCare Ltd. (certificate # 100174)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National

		All Employees		Al	Aboriginal Peoples			ons with Disab	ilities	Members of Visible Minorities			
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12	
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	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

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

		All Employees		Al	original Peopl	es	Persons with Disabilities			Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	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

Canada

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

	All Employees			Aboriginal Peoples			Perso	ons with Disal	oilities	Members of Visible Minorities			
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12	
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	

Workforce Analysis - Detailed Report

Date: 2018-10-23

Women

			Women					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	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	



Workforce Analysis - Detailed Report

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Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
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

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	ilability	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 -
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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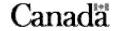
Date: 2018-10-23

Women

	Women							
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ilability	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 -
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

			Aboriginal Peoples					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	ability	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	

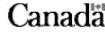


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Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	ability	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

			Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Avail %	ability #	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 -	
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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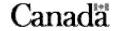
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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability	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 -
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

			Members of Visible Minorities					
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		-	•	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	1	0	0.0 %	10.1 %	0	1 0	National
02 : Middle and Other Managers	National	304	38	12.5 %	15.0 %	46	-8 1	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 1	National
1112 : Financial and investment analysts	National	10	3	30.0 %	35.4 %	4	-1 1	National
1114 : Other financial officers	National	2	0	0.0 %	21.7 %	0	0 1	National
121 : Human resources professionals	National	5	2	40.0 %	14.1 %	1	1 N	National
123 : Professional occupations in advertising, marketing and public relations	National	7	3	42.9 %	16.9 %	1	2 N	National
2171 : Information systems analysts and consultants	National	30	10	33.3 %	31.4 %	9	1 1	National
173 : Software engineers and designers	National	1	1	100.0 %	40.5 %	0	1 N	National
011 : Nursing co-ordinators and supervisors	National	4	2	50.0 %	11.8 %	0	2 N	National
012 : Registered nurses and registered psychiatric nurses	National	49	7	14.3 %	18.3 %	9	-2 N	National
131 : Pharmacists	National	13	4	30.8 %	32.2 %	4	0 1	National
142 : Physiotherapists	National	1	0	0.0 %	15.4 %	0	0 1	National
143 : Occupational therapists	National	6	0	0.0 %	13.6 %	1	-1 1	National
152 : NOC 2006 - Registered Nurses	National	3	0	0.0 %	19.9 %	1	-1 1	National
165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	21.0 %	0	0 1	National
4 : Semi-Professionals and Technicians		26	5	19.2 %	27.9 %	7	-2	
263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	16.6 %	0	0 (Ontario
281 : Computer network technicians	Ontario	6	4	66.7 %	34.1 %	2	2 (Ontario
282 : User support technicians	Ontario	5	0	0.0 %	35.9 %	2	-2	Ontario
233 : Licensed practical nurses	British Columbia	2	1	50.0 %	31.0 %	1	0 E	British Columbia
233 : Licensed practical nurses	Ontario	12	0	0.0 %	22.0 %	3	-3 (Ontario
5 : Supervisors		13	1	7.7 %	5.1 %	1	0	



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Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	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

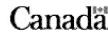


Workforce Analysis - Detailed Report

Date: 2018-10-23

Members of Visible Minorities

			ı	Members o				
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	entation %	Avail %	ability #	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 -
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

					f Visible Min			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Ava %	ilability #	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 -
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

				Persons				
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	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

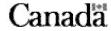


Workforce Analysis - Detailed Report

Date: 2018-10-23

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

Perform Analysis By	Recruitment Area
EEOG	National
	EEOG EEOG EEOG EEOG EEOG



Workforce Analysis - Summary Report

Date: 2018-10-23

Women

	Women						
Employment Equity Occupational Group	All Employees	Representation		Ava	ilability	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	1202	1000	01 0 0/	62 1 9/	771	229	
TOTAL	1223	1000	81.8 %	63.1 %	771	229	



Workforce Analysis - Summary Report

Date: 2018-10-23

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	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	



Workforce Analysis - Summary Report

Date: 2018-10-23

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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	



Workforce Analysis - Summary Report

Date: 2018-10-23

Persons with Disabilities

	Persons with Disabilities							
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap		
	#	#	%	%	#	#		
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		



Workplace Equity Information Management System - Bayshore HealthCare Ltd.

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



Workplace Equity Information Management System - Bayshore HealthCare Ltd.

Workforce Analysis - Summary 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



Part 1: Workforce Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

Data from Su	bsequent/Curre Analysis	nt Workforce
\downarrow	\downarrow	\downarrow

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2016	6	29

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	08	13

		Table 1: Women		
		First/Previous Workforce Analysis		Analysis
Emple	syment Equity Occupational Group (EEOG)	All Employees	Won	nen
Empre	yment Equity Occupational Group (EEOG)		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

Table 5: Women			
Subsequent/Current Workforce Analysis			
All Employees	Won	ien	
	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	
o	0	0.0	
1,223	1,000	63.1	

* Source:				
2011 Natio	onal Househo	ld Survey		

* Source:			
2011 Natio	nal Household	l Survey	

Part 1: Workforce Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

Data from Su	bsequent/Curro Analysis	ent Workforce
\	\	\

2016	6	29
VVVV	MM	DD
Data from Fi	rst/Previous Workt	force Analysis

YYYY	equent/Current Wo	DD
2018	08	13

			2: Aboriginal Po									
		First/Previous Workforce Analysis										
Emple	oyment Equity Occupational Group (EEOG)	All Employees	Aborigina	Aboriginal Peoples								
Emba	dyment Equity Occupational Group (EEOG)		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								

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

* Source: 2011 National Household Survey

Part 1: Workforce Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

Data from Su	bsequent/Curre Analysis	nt Workforce
\downarrow	\	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	6	29

2018	08	13
VVVV	MM	DD.
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Members of Visible Minorities											
		First/Previous Workforce Analysis											
P1	ourset Faulty Occupational Course (FFOC)	All Employees	Members of Visible Minorities										
Empi	oyment Equity Occupational Group (EEOG)		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									

Table 7: Members of Visible Minorities									
Subsequent	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							

20	11	1	la	tio)r	ıa	Н	01	us	se	h	o]	ld	S	δι	ır	v	ev	V									
* >	01	ır	ce	*																								

* Source:
2011 National Household Survey

Part 1: Workforce Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Data from First/Previous Workforce Analysis

Data from Su	bsequent/Curro Analysis	ent Workforce
\downarrow	\	\downarrow

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	6	29

2018	08	13
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4: Persons with Disabilities											
		First/Pr	evious Workforce A	Analysis									
Emplo	yment Equity Occupational Croup (EEOC)	All Employees	Persons with	Disabilities									
Employment Equity Occupational Group (EEOG)			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									

Table 8: Persons with Disabilities Subsequent/Current Workforce Analysis			
	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	
1,223	27	5.1	

* Source:				
201121				
2011 Nation	nal Housebo	dd Survey	1	

* Source:			
2011 Nationa	al Household Sur	vey	

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

1

Start	Date of Flov	v Data
YYYY	MM	DD
2016	06	29

End I	ate of Flow	Data
YYYY	MM	DD
2018	08	13

Data from Form 4 - Employees Hired

1 1

594

734

219

197

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Table 1: Women				
	Full-time /	National	ational Part-time / National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	145	119	7	5	
03 Professionals	111	85	5	5	
04 Semi-Professionals & Technicians	18	11	0	0	
05 Supervisors	2	2	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	65	53	14	10	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	81	59	19	17	
11 Intermediate Sales & Service Personnel	312	265	174	160	
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

Table 5: Women			
Full-time /	National	Part-time	/ National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	C
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	C
0	0	0	0

Table 9: Women			
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
155	137	11	11
79	62	2	2
7	4	0	1
10	6	1	0
0	0	0	0
42	36	12	9
0	0	0	0
0	0	0	0
76	64	15	15
260	228	129	119
0	0	0	0
0	0	0	0
0	0	0	0
629	537	170	157

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Start	Date of Flow	Data
YYYY	MM	DD
2016	06	29

2018	08	13
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples Full-time / National Part-time / National **Employment Equity Occupational Group** All All Aboriginal Aboriginal Employees Employees (EEOG) Peoples Hired Peoples Hired Hired Hired # # # # 01 Senior Managers 02 Middle & Other Managers 145 03 Professionals 111 04 Semi-Professionals & Technicians 18 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 81 19 11 Intermediate Sales & Service Personnel 312 174

734

11

219

Semi-Skilled Manual WorkersOther Sales & Service PersonnelOther Manual Workers

Total

Full-time / National		Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples 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
0	0	0	0

Table 10: Aboriginal Peoples			
Full-time	Full-time / National		/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
155	0	11	1
79	1	2	0
7	0	0	0
10	0	1	0
0	0	0	0
42	0	12	0
0	0	0	0
0	0	0	0
76	1	15	2
260	3	129	1
0	0	0	0
0	0	0	0
0	0	0	0
629	5	170	4

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	06	29

YYYY	MM	DD
End	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

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

Full-time	/ National	Part-time / National						
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted					
#	#	Promoted Promo # # 0 0 0 0 0 0 0 0 0	#					
0	0	0	O					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
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	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
155	3	11	0
79	1	2	0
7	0	0	0
10	0	1	0
0	0	0	0
42	0	12	0
0	0	0	0
0	0	0	0
76	0	15	0
260	2	129	2
0	0	0	0
0	0	0	0
0	0	0	0
629	6	170	2

Part 2: Flow Data Analysis

Bayshore Healthcare Ltd.

[Date: 2018-10-23]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	06	29

End I	Date of Flow	Data
YYYY	MM	DD
2018	08	13

Data from Form 4 - Employees Hired

T

Data from Form 5 - Employees Promoted

 Table 4: Members of Visible Minorities
 Table 8: Members of Visible Minorities

|--|

Data from Form 6 - Employees

	I HOIC TO	vieli bers c	Visible Minorities				
	Full-time	/ National	Part-time	Part-time / National			
Employment Equity Occupational Group (EEOG)	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	o			
05 Supervisors	2	0	0	o			
06 Supervisors: Crafts & Trades	0	0	0	o			
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	O			
0	0	0	O			
0	0	0	0			
0	0	0	0			
0	0	0	O			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	O			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			

Full-time	/ National	s of All Membe				
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			

									Data	for First/F	revious (Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
777777777777777777777777777777777777777	\	Ţ	↓	1	1	1	Ţ	Ţ	Ţ	Ţ	1	1	1	Ţ	Ţ	1	Ţ	↓	↓
										Table 1:									
									First	First/Previous Short-term Goals									
				All En	ployees			ı		T		1			omen	1			1
	Number	Gro	wth (New Posi	tions)	Turnover (R	eplacement o Employees)	f Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equity Occupational			т .					Anticipated Hires Over 3			Employees)	Required		m - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected T	Actual	Pro	jected 1	Years	YYYY-MM-DD		1	Over 3 Years	****	- YYYY	Availability	Fresch Gap	Gap	Representation	Years
	2016-6-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-6-29	Annually	Over 3 Years	rears	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	,	C	0.0%		0	0	C	0.0%	0	0	()	27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	317	-1.4%)	C	53.5%		0	0	278	0.0%	0	-155	()	38.9%	155	155	87.7%	87.7%
03 Professionals	100	10.2%		C	69.2%		0	0	76	1	0	-14	()	61.6%	14	14	76.0%	76.0%
04 Semi-Professionals & Tech	16	17.6%		C	33.3%		0	0	8	0.0%	0	1	()	54.5%	-1	-1	50.0%	50.0%
05 Supervisors	23	-17.3%		C	61.1%		0	0	14	0.0%	0	0	()	62.4%	0	0	60.9%	60.9%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	ď	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	62	14.1%		C	70.1%		0	0	55	1	0	-2	()	85.9%	2	2	88.7%	88.7%
08 Skilled Sales & Service	1	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	#DIV/0!	#DIV/0!
10 Clerical Personnel	130	3.0%		0	66.9%		0	0	108	0.0%	0	-15	()	71.2%	1	15	83.1%	83.1%
11 Intermediate Sales & Service	405				85.0%		0	0	354	1	0	-72)	69.7%	72	72	87.4%	87.4%
12 Semi-Skilled Manual	0	0.0%			0.0%		0	0	'l "	0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	'l	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	#DIV/0!	#DIV/0!
Total	1,055	5.0%	ol .		70.1%		1 0	L 0	893	0.0%		-256	<u> </u>	<u>'l</u>	60.4%	256	256	84.6%	84.6%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + (Total number of employees from Previous Workforce Analysis) + (1) × 100.

**Workforce Analysis) + 2) × 100.

Workforce Analysis) ÷ 2) x 100	0.				
					Table 2: Women
E 1 1		Wome	en		
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-t	term Goals	Comments
	#	%	#	%	
01 Senior Managers	0	0.0		0 0.	o l
02 Middle & Other Managers	0	0.0		0 0.0	o
03 Professionals	0	0.0		0 0.	o
04 Semi-Professionals & Tech	0	0.0		0 0.0	o[
05 Supervisors	0	0.0		0 0,0	ο [
06 Supervisors: Crafts & Trades	0	0.0		0 0.0	o
07 Administrative & Sr Clerical	0	0.0		0 0.0	o
08 Skilled Sales & Service	0	0.0		0 0.0	o
09 Skilled Crafts & Trades	0	0.0		0 0.	o
10 Clerical Personnel	0	0.0		0 0.0	
11 Intermediate Sales & Service	0	0.0		0 0.	ο
12 Semi-Skilled Manual	0	0.0		0 0.	9
13 Other Sales & Service	0	0.0		0 0.	o[
14 Other Manual Workers	0	0.0		0 0.0	o [
Total	0	ı		0	

									Data f	or First/F	Previous (Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	V	J	1	<u> </u>	Ţ	1	1		Į.	<u> </u>	<u> </u>	V	V	V	↓	1	<u> </u>	Į	<u> </u>
											iginal Peo								
				40 F	nplovees				First/	Previous St	nort-term G	oals		44	nal Peoples				
				AHER								1	3 Van	ADOTIGI r Goals	nai reopies	Ι	<u> </u>		
	Number	Grov	vth (New Posi	tions)	Turnover (Re	eplacement of Employees)	Terminated		Number		eplacement of	Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present Representation	Projected Representation in 3
Group (EEOG)	2016-6-29			Over 3		Annually	Over 3	Years	2016-6-29		Over 3	Years	2016	2019	Ауанаонну		Gap	Representation	Years
	2016-6-29	Annually	Annually	Years	Annually	Annuany	Years		2016-6-29	Annually	Years		2016						
L	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	1.0%	0	0.0%	0.5%	0	0	0	0.5%		0	0	2.9%	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	317	-1.4%	1.0%	10	1	0.5%	5	15	3	0.5%		2	0	2.2%	2.2%	1 -2	-2	1.6%	1.5%
03 Professionals 04 Semi-Professionals & Tech	100 16	10.2% 17.6%	10.0% 5.0%	30	69.2%	0.5% 0.5%	2	32	"	0.5% 0.5%	1 ,	2	1	1.7% 2.1%	1.7% 2.1%	-2	-1	0.0% 0.0%	0.8% 0.0%
05 Supervisors	23	-17.3%	1.0%	1 4	61.1%	0.5%	0	2		0.5%	1 ,	"	"	4.9%	4.9%	1 1] '	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	1	0.0%	0.0%	0	1	"	0.0%] ,	0	"	0.0%	0.0%] -1		#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	62	14.1%	1.0%) 2	70.1%	3.0%	6	8		3.0%]	2	ا ،	3.6%	3.6%	_2	-2	0.0%	0.0%
08 Skilled Sales & Service	1	0.0%	4.0%	_	0.0%	0.5%	0	0	0	0.5%]	0	ا ٥	1.0%	1.0%]	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	#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%	C	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%	C	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%	C	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%		C	70.1%		0	0	11	0.0%	0	27	0		3.6%	-27	-27	1.0%	1.0%

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 10	0.				
					Table 4: Aboriginal Peoples
		Aboriginal	People	es	
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long	g-term Goal	Comments
Group (EEOG)	#	%	#	%	
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	2.0
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
09 Skilled Crafts & Trades	0	0.0		0	2.0
10 Clerical Personnel	2	4.7		1	0.0
11 Intermediate Sales & Service	1	4.7		4).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	

									Data	or First/P	revious (Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<u> </u>	Ţ	Ţ	V	1	1	1	\	Ţ	1	V	\	1	Ţ	Ţ	V	Ţ	1	V
										Persons									
									First	Previous Sh	iort-term G	loals							
				All Em						1					th Disabilitie	S			1
	Number	Grov	wth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires		r Goals m - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual	Proj	ected	Anticipated Hires Over 3	YYYY-MM-DD		Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-431-00	Actual	110)	Over 3	Actual	1103	Over 3	Years	1111-1111-111		Over 3	Over 3 Years			Availability	· · · · · · · · · · · · · · · · · · ·	Gap	Representation	Years
	2016-6-29	Annually	Annually	Years	Annually	Annually	Years		2016-6-29	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	318	-0.7%	1.0%	10	26.7%	0.5%	5	15	(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	(0.5%	0	1	(4.6%	4.6%	-1	-1	0.0%	0.0%
05 Supervisors	23	-17.3%		1	61.1%	0.5%	0	1	(0.5%	0	3	(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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	62	14.1%		2	70.1%	3.0%	6	8	1	3.0%	0	1	(3.4%	3.4%		-1	1.6%	1.6%
08 Skilled Sales & Service	1	0.0%		0	0.0%	0.5%	0	0	(0.5%	0	0	(3.5%	3.5%		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%	1	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%	I .	-5	2.3%	4.0%
11 Intermediate Sales & Service	405	8.0%		12		0.5%	6	18	5	0.5%	0	18	1	5.6%	5.6%	I .	-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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	(0.0%	0	0	(0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	(0.0%	0	0	(0.0%	0.0%		0	#DIV/0!	#DIV/0!
Total	1,055	5.0%		0	70.1%		0	0	18	0.0%	1/2	37	()[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)¹³ 1) x 100.
- Eaculated 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	P	ersons with E	Disabilitie	es	
Group (EEOG)	Short-ter	rm Goals	Long-t	erm Goals	Comments
Group (EEGG)	#	%	#	%	
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	
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	
07 Administrative & Sr Clerical	0	3.4		1 0.0	
08 Skilled Sales & Service	0	3.5		0.0	
09 Skilled Crafts & Trades	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	
13 Other Sales & Service	0	0.0		0.0	
14 Other Manual Workers	0	0.0		0.0	
Total	6	i	1	5	

									Data	or First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	↓	1	↓	\	1	1	↓	1	\	\	↓	1	1	↓	1	1	↓	↓
									Table 7: M				<u>;</u>						
									First	Previous St	10rt-term G	ioals							
		ı		All Em	ployees			ı		1					isible Minori	ities			
	Number	Grov	wth (New Posit	ions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational								Anticipated Hires Over 3			Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual	Proj	ected	Years	YYYY-MM-DD		T	Over 3	****	- 1111	Availability	Fresch Gap	Gap	Representation	Years
	2016-6-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-6-29	Annually	Over 3 Years	Years	2016	2019					
	#	%	%	#	%	%	#	#	Ħ	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	1.0%	0	0.0%	0.5%	0	0	C	0.5%	0	0	C	10.0%	10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	317	-1.4%		10	53.5%	0.5%	5	15	30	0.5%	0	19	2	15.0%	15.0%	-18	-17	9.5%	9.8%
03 Professionals	100	10.2%		30	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%		2	33.3%	0.5%	0	2	(0.5%	0	5	1	29.0%	29.0%	-5	-4	0.0%	5.6%
05 Supervisors	23	-17.3%		1	61.1%	0.5%	0	1	5	0.5%	0	-4	C	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%	1 0	0	0	0.0%	0.0%		0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	62	14.1%		2	70.1%	3.0%	6	8]	3.0%		-3	(4.1%	4.1%		3	11.3%	9.4%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	1	0.0% 0.0%		0	0.0% 0.0%	0.0%	0	0		0.0%	1 0			0.0%	24.2% 0.0%			0.0% #DIV/0!	0.0% #DIV/0!
09 Skilled Crafts & Trades 10 Clerical Personnel	130	3.0%		20	66.9%	0.0%	20	"	100	5.0%	1 3	0		6.2%	6.2%	10		#DI V/0!	11.3%
11 Intermediate Sales & Service	405	8.0%		12		0.5%	20	10	40	0.5%] 3	-0	2	8.9%	8.9%	1		9.9%	9.8%
12 Semi-Skilled Manual	403	0.0%	0.0%	0	0.0%	0.0%	0	10	1	0.5%] 1	-2		0.0%	0.0%] 7	1 1	#DIV/0!	#DIV/0!
13 Other Sales & Service	٥	0.0%		0	0.0%	0.0%	1 0			0.0%]			0.0%	0.0%	1 0	ا ا	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	6	0.0%	Ö	o		0.0%	0.0%	o o	0	#DIV/0!	#DIV/0!

1,055

5.0%

Total

70.1%

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

107

0.0%

11.8%

Workforce Analysis) · 2) x 10					THE AMELIAN SECTION OF THE SECTION O
					Table 8: Members of Visible Minorities
Employment Equity Occupational	Men	abers of Visit	ole Minori	ities	
Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
Group (EEOG)	#	%	#	%	
01 Senior Managers	0	10.0	0	0.0	
02 Middle & Other Managers	2	15.0	3	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 q
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	5	

10.1%

10.1%

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	1	1	↓	1	1	↓	↓	1	\	1	1	1	↓	Ţ	1	1	
										Table 9:									
									Subseque	ent/Current	Short-tern	n Goals							
				All En	ployees										omen				
	Number	Gro	wth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (R)	eplacement of			r Goals					
Employment Equity Occupational Y			·		ļ	Employees)		Anticipated			Employees)	Hires Required		n - To	Present		Projected	Present	Projected
	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-13	Annually	Over 3 Years	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	l .	84.5%	84.5%
03 Professionals	134	10.2%		0	69.2%		0	0	102	0.0%	0	-12	0		66.8%	12	1	76.1%	76.1%
04 Semi-Professionals & Tech	26	17.6%		0	33.3%		0	0	14	0.070	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	61.5%	61.5%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	1 0	0	0		0.0%		1 0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	92	14.1%		0	70.1%] 0	0	77		1 0	2	0		86,0% 44,8%		-2	83.7%	83.7%
09 Skilled Crafts & Trades	1	0.0%		0	0.0% 0.0%		"		"	0.0% 0.0%	1 ,	"	0		0.0%] "	0.0% #DIV/0!	#DIV/0!
10 Clerical Personnel	142	3.0%		0	66.9%		"		108	0.0%	1 ,	-6			71.6%		6	#DI V/0!	76.1%
11 Intermediate Sales & Service	510	8.0%		0	85.0%] ,		434	0.0%] ,	-76	"		70.2%	76	76	85.1%	85.1%
12 Semi-Skilled Manual	1 0	0.0%		0	0.0%] 0	ن ا	0	0.0%	ن ا	0	ا ا		0.0%] /0	/ /0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	ه ا	0	0		0.0%	ا آ	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!

70.1%

Total

1,223

5.0%

Calculated by using the following formula: (Terminated full-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.

1,000

0.0%

63.1%

Workforce Analysis) ÷ 2) x 100	U		
			Table 10: Women
Employment Equity Occupational	Wom		
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
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%		

81.8%

81.8%

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	_	↓	1	V	\	\	\	↓	\	↓	\	↓	1	\	\	\	1	↓	↓
										11: Abor									
				AH Em	n lancas				Subsequ	ent/Current	Short-tern	1 Goals		4 boulet	nal Peoples				
				AHEM	ployees								2.7	ADOTIGI r Goals	nai reopies				
	Number	Gro	wth (New Posit	ions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (Ro		Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Proi	ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years		l	Availability		Gap	Representation	Years
	2018-08-13	Annually	Annually	Years	Annually	Annually	Years		2018-08-13	Annually			2018						
							10415		2010 00 10	,	Years		2010	2021					
	#	%	%	#	%	%	#	#	#	%	Years #	#	#	2021 %	%	#	#	%	%
01 Senior Managers	# 1	0.0%	1.0%	# 0	0.0%	0.5%	# 0	0	# 0	%		# 0		%	2.9%	# 0	# 0	0.0%	0.0%
02 Middle & Other Managers	1 304	0.0% -1.4%	1.0% 1.0%	# 0 9	0.0% 53.5%	0.5% 25.0%	# 0 228	0 237	# 0	% 0.5% 25.0%		# 0 6		2.5%	2.9% 2.2%	# 0 -1	# 0 0	0.0% 2.0%	0.0% 2.2%
02 Middle & Other Managers 03 Professionals	1 304 134	0.0% -1.4% 10.2%	1.0% 1.0% 10.0%	# 0 9 40	0.0% 53.5% 69.2%	0.5% 25.0% 35.0%	# 0 228 141	0 237 181	# 0 6	% 0.5% 25.0% 35.0%		# 0 6 3		% 2.5% 1.7%	2.9% 2.2% 1.7%	# 0 -1 -1	# 0 0	0.0% 2.0% 0.7%	0.0% 2.2% 1.7%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech	1 304 134 26	0.0% -1.4% 10.2% 17.6%	1.0% 1.0% 10.0% 10.0%	# 0 9 40 8	0.0% 53.5% 69.2% 33.3%	0.5% 25.0% 35.0% 15.0%	# 0 228 141 12	0 237	# 0 6 1	% 0.5% 25.0% 35.0% 15.0%		# 0 6 3 1		% 2.5% 1.7% 2.5%	2.9% 2.2% 1.7% 2.1%	# 0 -1 -1 -1	# 0 0 0	0.0% 2.0% 0.7% 0.0%	0.0% 2.2% 1.7% 2.9%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	1 304 134	0.0% -1.4% 10.2% 17.6% -17.3%	1.0% 1.0% 10.0% 10.0% 1.0%	# 0 9 40 8 0	0.0% 53.5% 69.2% 33.3% 61.1%	0.5% 25.0% 35.0% 15.0% 30.0%	# 0 228 141	0 237 181	# 0 6 1 0	% 0.5% 25.0% 35.0% 15.0% 30.0%		# 0 6 3 1 1		% 2.5% 1.7%	2.9% 2.2% 1.7% 2.1% 4.7%	# 0 -1 -1 -1 -1	# 0 0 0 0	0.0% 2.0% 0.7% 0.0% 0.0%	0.0% 2.2% 1.7% 2.9% 7.7%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades	1 304 134 26 13	0.0% -1.4% 10.2% 17.6% -17.3% 0.0%	1.0% 1.0% 10.0% 10.0% 1.0% 0.0%	8 0 0	0.0% 53.5% 69.2% 33.3% 61.1% 0.0%	0.5% 25.0% 35.0% 15.0% 30.0%	# 0 228 141 12 12 0	0 237 181 20 12	# 0 66 1 0 0	% 0.5% 25.0% 35.0% 15.0% 30.0% 0.0%		# 0 6 3 1 1 0		% 2.5% 1.7% 2.5% 4.7%	2.9% 2.2% 1.7% 2.1% 4.7% 0.0%	# 0 -1 -1 -1 -1 0	# 0 0 0 0 0 0	0.0% 2.0% 0.7% 0.0% 0.0% #DIV/0!	0.0% 2.2% 1.7% 2.9% 7.7% #DIV/0!
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	1 304 134 26	0.0% -1.4% 10.2% 17.6% -17.3% 0.0% 14.1%	1.0% 1.0% 10.0% 10.0% 1.0% 0.0%	# 0 9 40 8 0 0 28	0.0% 53.5% 69.2% 33.3% 61.1% 0.0% 70.1%	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0%	# 0 228 141 12	0 237 181	# 0 66 1 0 0 0	% 0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0%		# 0 6 3 1 1 0 4		% 2.5% 1.7% 2.5%	2.9% 2.2% 1.7% 2.1% 4.7% 0.0% 3.7%	# 0 -1 -1 -1 -1 0 -2	# 0 0 0 0 0 0 0	0.0% 2.0% 0.7% 0.0% 0.0% #DIV/0! 1.1%	0.0% 2.2% 1.7% 2.9% 7.7% #DIV/0! 4.2%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service	1 304 134 26 13	0.0% -1.4% 10.2% 17.6% -17.3% 0.0% 14.1% 0.0%	1.0% 1.0% 10.0% 10.0% 1.0% 0.0% 4.0%	8 0 0	0.0% 53.5% 69.2% 33.3% 61.1% 0.0% 70.1% 0.0%	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5%	# 0 228 141 12 12 0	0 237 181 20 12	# 0 6 1 0 0 0 0	% 0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5%		# 0 6 3 1 1 0 4		% 2.5% 1.7% 2.5% 4.7%	2.9% 2.2% 1.7% 2.1% 4.7% 0.0% 3.7% 1.0%	# 0 -1 -1 -1 -1 0 -2 0	# 0 0 0 0 0 0 0 0	0.0% 2.0% 0.7% 0.0% 0.0% #DIV/0! 1.1% 0.0%	0.0% 2.2% 1.7% 2.9% 7.7% #DIV/0! 4.2% 0.0%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	1 304 134 26 13 0 92 1	0.0% -1.4% 10.2% 17.6% -17.3% 0.0% 14.1% 0.0%	1.0% 1.0% 10.0% 10.0% 1.0% 0.0% 10.0% 4.0%	8 0 0 28 0	0.0% 53.5% 69.2% 33.3% 61.1% 0.0% 70.1% 0.0%	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5% 0.0%	# 0 228 141 12 12 0 97 0	0 237 181 20 12 0 125 0	# 0 6 1 0 0 0 0 0	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5% 0.0%		# 0 6 3 1 1 0 4 0		% 2.5% 1.7% 2.5% 4.7% 3.7%	2.9% 2.2% 1.7% 2.1% 4.7% 0.0% 3.7% 1.0% 0.0%	# 0 -1 -1 -1 -1 0 -2 0 0	# 0 0 0 0 0 0 0 0 1 0	0.0% 2.0% 0.7% 0.0% 0.0% #DIV/0! 1.1% 0.0%	0.0% 2.2% 1.7% 2.9% 7.7% #DIV/0! 4.2% 0.0% #DIV/0!
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel	1 304 134 26 13 0 92 1 0	0.0% -1.4% 10.2% 17.6% -17.3% 0.0% 14.1% 0.0% 0.0% 3.0%	1.0% 1.0% 10.0% 10.0% 1.0% 0.0% 10.0% 4.0% 0.0% 3.0%	8 0 0 28 0 0	0.0% 53.5% 69.2% 33.3% 61.1% 0.0% 70.1% 0.0% 66.9%	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5% 0.0% 30.0%	# 0 228 141 12 12 0 97 0 0 128	0 237 181 20 12 0 125 0 0	# 0 6 1 0 0 0 0 1 0 0 0 0 0 3	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5% 0.0% 30.0%		0 6 3 1 1 0 4 0 0	# 00 66 33 1 1 00 55 00 00	% 2.5% 1.7% 2.5% 4.7% 3.7%	2.9% 2.2% 1.7% 2.1% 4.7% 0.0% 3.7% 1.0% 0.0% 4.6%	0 -1 -1 -1 -1 0 -2 0 0	# 0 0 0 0 0 0 0 0 1 0 0	0.0% 2.0% 0.7% 0.0% 0.0% #DIV/0! 1.19% 0.0% #DIV/0! 2.1%	0.0% 2.2% 1.7% 2.9% 7.7% #DIV/0! 4.2% 0.0% #DIV/0! 4.5%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	1 304 134 26 13 0 92 1	0.0% -1.4% 10.2% 17.6% -17.3% 0.0% 14.1% 0.0%	1.0% 1.0% 10.0% 10.0% 1.0% 0.0% 10.0% 4.0%	8 0 0 28 0	0.0% 53.5% 69.2% 33.3% 61.1% 0.0% 70.1% 0.0% 66.9%	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5% 0.0%	# 0 228 141 12 12 0 97 0	0 237 181 20 12 0 125 0	# 0 6 6 1 1 0 0 0 0 1 1 0 0 0 0 3 3 4 4	0.5% 25.0% 35.0% 15.0% 30.0% 0.0% 35.0% 0.5% 0.0%		# 0 6 3 1 1 0 4 0 0 7 29		% 2.5% 1.7% 2.5% 4.7% 3.7%	2.9% 2.2% 1.7% 2.1% 4.7% 0.0% 3.7% 1.0% 0.0%	# 0 -1 -1 -1 -1 0 -2 0 0 -4 -19	# 0 0 0 0 0 0 0 1 0 0 0	0.0% 2.0% 0.7% 0.0% 0.0% #DIV/0! 1.1% 0.0%	0.0% 2.2% 1.7% 2.9% 7.7% #DIV/0! 4.2% 0.0% #DIV/0!

0.0%

0.0%

70.1%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

13 Other Sales & Service

14 Other Manual Workers

Total

Calculated by using the following formula: (Terminated full-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

0.0%

0.0%

0.0%

0.0%

Workforce Analysis) ÷ 2) x 10	0.		
			Table 12: Aboriginal Peoples
Employment Equity Occupational	Aboriginal	Peoples	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
-	%	%	
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%		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%		

#DIV/0!

#DIV/0!

1.2%

#DIV/0!

#DIV/0!

1.2%

										Data for	Subseque	nt/Curre	nt Goals							
Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data s	ources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
÷		\	.		T	\		1	\	\	<u> </u>	\	\	<u> </u>	<u> </u>	V	T	1	\	Į
											: Persons									
										Subsequ	ent/Current	Short-tern	n Goals							
					All Em	· · ·										th Disabilities	i			
		Number	Grov	oth (New Positi	ons)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires	ļ	r Goals					
	yment Equity Occupational	YYYY-MM-DD	Actual	Proje	orod	Actual	Proje	ata d	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group	(EEOG)	1111-000-00	Actua	110)		Actuai	rioje		Years	1111-00-00		0.1	Over 3 Years	1111	- 1111	Availability	riesem Gap	Gap	Representation	Years
		2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-13	Annually	Over 3 Years	1	2018	2021					
		Ħ	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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	C		3.8%	0	-7	3.7%	0.0%
1 1	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%
	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	C		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	C		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	C		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%
1 1	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%
1 1	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
1 1	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	[C		0.0%	0	0	#DIV/0!	#DIV/0!
	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	C		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)¹³ 1) x 100.
- Laculated 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	Persons with E	Disabilities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	%	%	
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	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	Ţ	\	\	1	1	↓	\	\	\	↓	1	1	\	1	1	\	<u> </u>
								Т	able 15: N				·S						
									Subsequ	ent/Current	Short-tern	ı Goals							
				All En	ployees										isible Minori	ties			,
	Number	Gro	wth (New Posit	ions)	Turnover (R	eplacement of	Terminated		Number	Turnovar (D.	eplacement of		3 Year						
Employment Equity Occupational			·			Employees)		Anticipated			Employees)	Hires Required	Fron	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD		,	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	icais	2018-08-13	Annually	Over 3 Years	Years	2018	2021					i tais
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	100000000000000000000000000000000000000	0	0.0%	0.5%	0	0	0	0.5%	0	0	0		10.1%	1	0	0.0%	0.0%
02 Middle & Other Managers	304	-1.4%		9	53.5%	25.0%	228	237	38		29	38	36	15.0%	15.0%	-8	-2	12.5%	14.4%
03 Professionals	134	10.2%		40		35.0%	141	181	32	1	34	43	0		23.6%	0	-43	23.9%	-1.1%
04 Semi-Professionals & Tech	26		10.0%	8	33.3%	15.0%	12	20	5	15.0%	2	6	6	27.9%	27.9%	-2	0	19.2%	26.5%
05 Supervisors	13	-17.3%		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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	92	14.1%		28		35.0%	97	125	22		23	6	0		3.8%	19	-6	23.9%	-0.8%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	1	0.0%	4.0%	0	0.0%	0.5% 0.0%	0	0	0	0.5% 0.0%	1 0	0	0		24.2% 0.0%	1 0		0.0% #DIV/0!	0.0% #DIV/0!
10 Clerical Personnel	142	3.0%		13	1	30.0%	128	141	45		1 4		"		5.5%	37	-5	#DIV/0!	2.6%
11 Intermediate Sales & Service	510	8.0%		77		50.0%	765	842	109	1	164	98			7.3%	72	1	21.4%	-9.4%
12 Semi-Skilled Manual	310	0.0%	0.0%	′′	0.0%	0.0%	/03	042	109	0.0%	104	90	"		0.0%	1 /2	-98	#DIV/0!	#DIV/0!
13 Other Sales & Service	١	0.0%	0.0%	١	0.0%	0.0%		0	0	0.0%	1 6	ا ا			0.0%			#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		ا م	0.0%	0.0%	اه	0	0	0.0%]	0	ا ا		0.0%	ا ا	ا ،	#DIV/0!	#DIV/0!
1. Street Franklike Workers		0.070	0.070		0.070	0.070	٧	· ·		0.070	· ·	Ů	, ·		0.070	· ·		#DI 170:	#BI 170.

70.1%

1,223

5.0%

Total

Calculated by using the following formula: (Terminated full-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.

252

0.0%

11.0%

117

Workforce Analysis) ÷ 2) x 100	0.		
			Table 16: Members of Visible Minorities
Employment Equity Occupational	Members of Visi	ble Minorities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
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%		

20.6%

													- Wome													
										В	ayshor	e Healtl	icare Lt	d.										000829		
											[Date	: 2018-	10-23]													
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y		
			Part 1:	Part 1:	E ÷ D	Part 1:	DxG	Б. П.	E ÷ H	Part 2: Flow	Part 2: Flow	L÷K	V. G. 100	T N	Part 2: Flow	Part 2: Flow	O . B . 100	B F 100	0.5	Part 2: Flow	Part 2: Flow	V ÷ U x	II. F. 100	, , , , , , , , , , , , , , , , , , ,		
Data so	ources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Anaiysis	x 100	K x G ÷ 100		Data Analysis	Analysis		P x F ÷ 100	Q - S	Data Analysis	Data Analysis	100	UxF÷100			
				<u> </u>	↓ Mork£	↓ orce An	alveie	1	1	—	<u> </u>	<u> </u>				Flow I	↓ Data Ai	 			1	<u> </u>		<u> </u>		
	ployment Equity	Year				orkforce	-					Hires					romotio				Te	rminati	ons			
	upational Group OG)	rear	All Employees			Wor				All Employees			omen		All Employee	s		omen		All Employees			Vomen	1		
(LL)	OG)	#	#	Represer	ntation %	Availa	ability #	Gap #	EE Result	#	# Ac	tual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #		
01	Senior Managers	2016	1	0	0.0	27.4		0	0.0																	
-	Middle & Other	2018 2016	317	278	0.0 87.7	27.4 38.9		0 155	0.0 225.4	0	0	0.0	0	0	(0	0.0	0	0	0	0	0.0) (
	Managers	2018	304	257	84.5	38.9	118	139	217.3	152	124	81.6	59	65	(0	0.0	0	0	166	148	89.2	146	5 2		
03	Professionals	2016 2018	100	76 102	76.0 76.1	61.6 66.8		14 12	123.4 114.0	116	90	77.6	77	13) 0	0.0	0	0	81	64	79.0	62)		
	Semi-Professionals &	2016	16	8	50.0	54.5	9	-1	91.7				61.1 11 0 0 0 0.0 0 0 7 5 71.4 4													
	Technicians	2018 2016	26 23		53.8	60.6 62.4		-2 0	88.9 97.5	18	11	61.1	11	0	(0	0.0	0	0	7	5	71.4	4	1 :		
	Supervisors	2018	13	8	61.5	62.0	8	0	99.3	2	2	100.0	1	1	(0	0.0	0	0	11	6	54.5	7	7 -		
	Supervisors: Crafts & Trades	2016 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) (
						· · · · · · · · · · · · · · · · · · ·		······································				<u> </u>				- I :										
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100													
			Ţ	.	1	.	Ţ	1	Ţ	\	1	<u> </u>	Ţ													
				/ Entran	its					oals																
	ployment Equity upational Group	Year	F	low Data Wom	nen		Short-ter Wo	rm Goals men			Long-ter							(Commen	te						
	OG)		All Employees			Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					,	Johnnen							
		#	#	#	%	#	%	%	%	Ħ	%	%	%													
01	Senior Managers	2018 2021	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0													
1071	Middle & Other	2018	152		81.6	0	0.0	0.0	0.0		0.0	0.0	0.0													
	Managers	2021	152 116	-	81.6 77.6		0.0	0.0	0.0		0.0	0.0	0.0													
	Professionals	2021	116	90	77.6			0.0	0.0			0.0	0.0													
	Semi-Professionals & Technicians	2018 2021	18		61.1		0.0	0.0	0.0		0.0	0.0	0.0													
	Supervisors	2018	2	2	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
	•	2021 2018	0	0	100.0		0.0	0.0	0.0		0.0	0.0	0.0													
	Supervisors: Crafts & 2018 0 0 0.0 0																									

										I			- Wome											30 - 30 -		
										В	ayshore	Healtl	icare Lt	d.										000830		
											[Date	: 2018-	10-23]													
A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y		
D-1			Part 1:	Part 1:	E÷D	Part 1:	DxG	е п	E÷H	Part 2: Flow	Part 2: Flow	L÷K	V C . 100	T N	Part 2: Flow	Part 2: Flow	O . B 100	D E 100	0.6	Part 2: Flow	Part 2: Flow	V ÷ U x	II F. 100			
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	upational Group OG)		All Employees	D.		Wor		6	pro i	All Employees			omen	D:G	All Employee	s .		omen	n.er	All Employees			omen	D. C.		
	,	#	#	Represer	ntation %	Availa	ibility #	Gap #	EE Result	#	Act	ual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #		
	Administrative & Senior Clerical	2016	62		88.7	85.9	53	2	103.3														10			
	Skilled Sales &	2018 2016	92	77	83.7 0.0	86.0 44.8	79 0	-2 0	97.3	79	63	79.7	68	-5	(0	0.0	0	0	54	45	83.3	48			
08	Service Personnel	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	(
	Skilled Crafts & Trades Workers	2016 2018	0	0	0.0	0.0	0	0	0.0		0	0.0														
10	Clerical Personnel	2016	130		83.1	71.2	93	15	116.7																	
	Intermediate Sales &	2018 2016	142 405		76.1 87.4	71.6 69.7	102 282	72	106.2 125.4	100	76	76.0														
11	Service Personnel	2018	510	434	85.1	70.2	358	76	121.2		425	87.4	341	84	(0 0	0.0	0	0	389	347	89.2	340	7		
	Semi-Skilled Manual Workers	2016 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		
				7											•	•										
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	upational Group OG)		All Employees			Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					,	Commen	IS .						
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	Administrative & Senior Clerical	2018	79 79		79.7 79.7	0	0.0	0.0	0.0		0.0	0.0	0.0													
08	Skilled Sales &	2018	0		0.0	0	0.0	0.0	0.0		0.0		0.0													
	Service Personnel Skilled Crafts &	2021 2018	0	 	0.0	0	0.0	0.0	0.0		0.0	0.0														
	Trades Workers	2021	0	0	0.0	J	0.0	0.0	0.0		0.0	0.0	0.0													
10	Clerical Personnel	2018	100 100		76.0 76.0	0	0.0	0.0	0.0		0.0	0.0	0.0													
	Intermediate Sales &	2018	486	425	87.4	0	0.0	0.0	0.0		0.0		0.0													
	Service Personnel	2021 2018	486 0	 	87.4 0.0	0	0.0	0.0	0.0		0.0	0.0	0.0													
	Semi-Skilled Manual Workers	2018	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0													

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	Personnel 2018 0 0 0.0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0															0									
14 Other Manual Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
Total	2016	1,055		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	799	694	86.9	676	18		
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100													
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Other Sales & Service Personnel	2018 2021	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0													
14 Other Manual Workers	2021	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0													
14 Other Manual Workers	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 0.0 0.0 0.																									
	2021	933	/91	65.0			0.0	0.0			0.0	L 0.0													

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	OG)		All Employees	Represen	tation	Avail		Gap	EE Result	All Employees	Act		Expected	Difference	All Employee	s Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference
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01	Senior Managers																		^^					
\vdash	Middle & Other	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	0	0.0	0	0			
02	Managers		317 5 1.6 2.2 7 -2 71.7 304 6 2.0 2.2 7 -1 89.7 152 3 2.0 3 0 0 0 0.0 0 0 100 0 0.0 1.7 2 -2 0.0 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 0 0 0 0.0 0																					
	Semi-Professionals &	2018 2016																0	1					
04	Technicians	2018																0						
05	Supervisors	2016																						
L	•	2018 2016		-				-1		2	0	0.0	0	0	(0	0.0	0	0	11	0	0.0	0	0
06	Supervisors: Crafts & Trades	2018	16 23 0 0.0 4.9 1 -1 0.0															0						
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Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ 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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	upational Group .OG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of	Goal	Percent of Goal Met	Goal	Percent of Goal Met					(Sommen	ES				
		#	#	#	%	#	%	%	Goal Met	#	Goal Met	%	%											
01	Senior Managers	2018	0	0	0.0	0	0.0	2.9	0.0		0.0	0.0	0.0											
	· ·	2021	0		0.0		0.0	0.0			150.0	0.0	0.0											
02	Middle & Other Managers	2018	152 152		2.0		0.0	2.2 0.0	89.7 7894.7	2	150.0	0.0	0.0 7894.7	Access to o	qualified abo	riginal can	didates lim	ited in the	areas where	we recruit th	ese positio	ns.		
03	Professionals	2018	116		1.7	1	200.0	1.7	101.4	1	200.0	0.0	0.0											
		2021	116		1.7	-		0.0	10142.0			0.0	10142.0											
04	Semi-Professionals & Technicians	2018	18 18		0.0	0	0.0	2.1 0.0	0.0		0.0	0.0	0.0											
05	Supervisors	2018	2	0	0.0	0	0.0	4.9	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											
	l				2.0			2.0			1													

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Employment Eq Occupational Gr		Year	1	1	W	Vorkforce					1	Hires				P	Promotic				T/	erminatio		
Occupational Gr (EEOG)	roup	,	All Employees	S Represei	netation		inal Peoples idability	Gap	EE Result	All Employees	es Acti		ginal Peoples Expected	Difference	All Employees	s	Abori ctual	riginal People Expecte		All Employee	es A	Aborigi ctual	Expected	
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Senior Clerical	cal	2018	92	. 1	1.1		-	-2	2 29.4) 1	1.3	ر غ	, -2	2 0'	0 ر	0.	1.0	0	0 54	54 0	0.0	J (0 0
08 Skilled Sales &		2016		1 0	- v.v	-		0	, ,,,,	_		-	Ĺ <u>'</u>	Ī	Į	<u> </u>	Ĺ.,		_		1	Ī.,	Ī	1
Service Person		2018 2016		0 0	0.0			1 01	0.0		0 0	0.0	1 01	+	/ 0/	0 0	0.	.0	0	0	0 0	0.0	1 0) 0
09 Skilled Crafts of Trades Worker		2016	0	1 0	0.0	-	1	<u>, </u>	0.0		0 0	0.0	م ا	1	o l c '	ئ ا د	0.) ()	0	0	0 0	0.0	0 /	0 0
		2016	130) 3	<u> </u>	_		5 -3	_		+	-	 		+			+	+	-	+		+	+
10 Clerical Persor		2018	142		2.1	1 4.6	6 7	-4	45.9	9 100	0 3	3.0	5 أر	, -2	2 0'	0'	0.	1.0	0	0 9	91 3	3.3	3 7	2 1
Intermediate S.		2016	405			_						<u> </u>	'	Ī.,	Į'	Ĺ	Ī.,]	Ī.,		
Service Person Semi-Skilled N	-	2018 2016	510	+ + +	0.8			-19	+		, 6]	1.2	2 22	2 -16	1 01	0,	0.	.0	0	0 389	89 4	1.0	3	3 1
12 Workers		2018	10		0.0	-		<u> </u>	0.0		0 0	0.0	J	<u></u>	ə 	0 0	0.).0	0	0	0 0	0.0	.0 0	00
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Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 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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LEOG				Actu	-	Goal	Goal Met	Goai	Goal Met	Goai	Goal Met	Goal	Goal Met											
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Senior Clerical	cal	2018	79		1.3		1	0.0	+ +		1 2000	0.0		.1										
OS Skilled Sales &	s &	2018		+ +	: .		0.0	604			0.0	4		,										
Service reison	onnei	2021	0	9				0.0				0.0	_											
09 Skilled Crafts of Trades Worker	_	2018	0)	0	0.0		0.0	0.0			0.0													J
		2021 2018	100	1 3	0.0		2 150.0	0.0	+		1 300.0	0.0												
10 Clerical Persor	sonnel ⊢	2018	100		3.0		150.0	0.1	+		300.0	0.0		- Access to a	qualified abor	riginal cand	didates li	ımited in t	ae areas wh	where we recruit t	these positiv	ons.		J
11 Intermediate S		2018	486		•		1 600.0	4.7			4 150.0	2	+ +											
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		2018	0				0.0	0.0	-		0.0													
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									Part 5	: Result	s - Abo	riginal	Peoples										34
									В	ayshore	e Healtl	hcare L	td.										000834
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Other Sales & Service	# # # # % # # # % # # # % # # # % # # # # % #															-							
13 Other Sales & Service Personnel 2016 0 0 0 0.0 0.0 0.0 0 0 0.0 0 0 0 0 0 0															0								
14 Other Manual Workers	2016	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
Total	2016 2018	1,055 1,223	11 15	1.0 1.2	3.6 3.6		-27 -29	29.0 34.1	953	15	1.6	34	-19	0	0	0.0	0		799	9	1.1	8	1
	2010	1,223	13	1.2	5.0		27	51.1	755	15	1.0		17	l		0.0		<u> </u>	177		1.1		
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 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	Year	Fl	ow Data			Short-te	rm Goals			Long-ter	m Goals]										
Occupational Group	rear	All Employees	Aborigina	l Peoples			al Peoples			Aborigina	l Peoples						(Commen	ts				
(EEOG)		All Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	2021	0	0	0.0	n	0.0	0.0	0.0	0	0.0	0.0												
14 Other Manual Workers	2021	0	0	0.0	V	5.0	0.0	0.0	V	3.0	0.0												
Total	2018	953	15	1.6	4	375.0	0.0	0.0	11	136.4	0.0		-										
	2021	953	15	1.6			0.0	0.0			0.0	0.0											

									Part 6: R	esults -	Person	s with E	isabilitio	es									35
									В	ayshore	e Healt	hcare Lt	d.										000835
										[Date	: 2018-	10-23]											
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	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	Е-Н	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
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Employment Equity Occupational Group	Year		ı		orkforce	h Disabilities					Hires	ith Disabilitie			P	romotion	IS th Disabilities			Te	rminati	ONS ith Disabiliti	
(EEOG)		All Employees	Represen		Avail		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 & Managers	2016	318	6	1.9	4.3	14	-8	43.9															
02 Ivianagers	2018 305 7 2.3 4.3 13 -6 53.4 152 4 2.6 7 -3 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0															166	3	1.8	3	3 0			
03 Professionals	100 100 100 100 100 100 100 100 100 100																	6.1					
Semi-Professionals &	ressionals 2018 134 5 3.7 3.8 5 0 98.2 116 3 2.6 4 -1 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0															81	l.	1.2	1 2	2 -1			
04 Technicians	fessionals & 2016															0.0	(0					
05 Supervisors			26 0 0.0 4.6 1 -1 0.0 18 0 0.0 1 -1 0 0 0.0 0 <td>11</td> <td></td> <td>0.0</td> <td></td> <td></td>															11		0.0			
Supervisors: Crafts &	2016 23 0 0.0 13.9 3 -3 0.0															- 0	11	U	0.0	<u> </u>	0		
Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	(0
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Employment Equity	V	F	low Data			Short-te	rm Goals			Long-ter	m Goals												
Occupational Group	Year	All Employees	Persons Disabil			Persons with	n Disabilities			Persons with	Disabilities						C	ommen	ts				
(EEOG)		- Linpio, cts	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
01 & Managers	2018	152	4	2.6	1	400.0	4.3	61.2	4	100.0	0.00	0.0											
02 Wanagers	2021	152	4	2.6			0.0	6120.0			0.05	5370.6											
03 Professionals	2018	116		2.6		300.0	3.8	68.1	0	0.0	0.00												
Sami Professionals &	2021	116 18	· · · · · · · · ·	2.6 0.0		0.0	0.0 4.6	0.0		0.0	0.00												
04 Technicians	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 0.1	0.0		0.0	0.00	I											
O6 Supervisors: Crafts &	2021	0	-	0.0	0	0.0	0.0	0.0		0.0	0.14 0.00	0.0											
Trades	2021	0	0	0.0			0.0	0.0			0.00												

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										В	ayshore	: неап : 2018-		ta.										_8 -
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	loyment Equity upational Group	Year		l		rkforce	Disabilities					Hires Persons w	ith Disabilitie	c		P	Persons w	18 th Disabilitie			Te	rminati	ONS ith Disabilitie	
(EE			All Employees	Representatio		Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference
		#	#	# 9/		%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	
10/1	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 2016 1 0 0.0 3.5 0 0 0.0 0 0 0															0.0	0	0	5.4	0	0.0	1	
\vdash	Skilled Sales &		016															0	34	- 0	0.0	1	-1	
\vdash	Service Personnel	2018																0.0	0	0				
	Skilled Crafts & Frades Workers	2016 2018																0	0					
	Clerical Personnel	2016																						
		2018																-2						
	Intermediate Sales & Service Personnel	2016																-1						
	Semi-Skilled Manual	2016	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 0 389 4 1.0 5 2016 0 0 0 0 0 0 0 0 0 0 0 0																					
	Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data E ÷ D Analysis	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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				Entrants			~*	~ .		oals	-	~ .												
	loyment Equity	Year	F	low Data Persons with			Short-ter Persons with				Long-teri Persons with							,						
(EE	ipational Group OG)		All Employees	Disabilities Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					(Commen	ts				
		#	#	# 9	6	#	%	%	%	#	9/6	%	%											
	Administrative & Senior Clerical	2018 2021	79 79		1.3	0	0.0	3.4 0.0	37.2 3723.0		100.0	0.0	0.0 3616.6											
08	Skilled Sales &	2018	0	0	0.0	0	0.0	3.5	0.0	0	0.0	0.0	0.0											
	Service Personnel Skilled Crafts &	2021 2018	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
	Frades Workers	2018	0	0	0.0	U	0.0	0.0	0.0		0.0	0.0	0.0											
10	Clerical Personnel	2018	100	1 1	1.0	3	33.3	7.0	14.3	3	33.3	0.0	0.0											
	Intermediate Sales &	2021 2018	100 486		1.0	1	700.0	0.1 5.6	1428.6 25.7	4	175.0	0.1	1250.0 0.0											
11	Service Personnel	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											
ш		2021		<u> </u>	0.0			0.0	0.0	<u>L</u>		0.0	1 0.0											

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Data source	es:		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
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				1	Vorkfo	orce An	alysis									Flow I	Data A	nalysis						
	ment Equity	Year				orkforce						Hires				P	romotio	ns			Tei	rminati		
Representation Availability Gap EE Result															Difference #									
13 Oth	Other Sales & Service 2016 0 0 0.0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0																							
13 Pers	sonnel	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
14 Oth	er Manual Workers	2016	0	0	0.0	0.0		0	0.0			0.0												
		2018 2016	1,055	18	0.0	0.0 5.2		-37	0.0 32.8	0	0	0.0	0	0	0	0	0.0	0	0) 0	0	0.0	0	0
Total		2018	1,223		2.2	5.1	62	-35	43.3	953	16	1.7	49	-33	0	0	0.0	0	0	799	8	1.0	14	-6
															•					•	•			
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	itional Group	Year		Persons Disabil			Persons with	n Disabilities			Persons with	Disabilities						C	Commen	its				
(EEOG)		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
1 13 1	er Sales & Service	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Pers	sonnel	2021	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
14 Other Manual Workers 2018 0 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.																								
2018 953 16 1.7 6 266.7 0.0 0.0 15 106.7 0.0 0.0																								
Total		2021	953	16	1.7			0.0	0.0			0.0	0.0											

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Em	-1			V		orce An									T		Data An			T		 		
	ployment Equity upational Group	Year				orkforce Visible N	e Minorities					Hires Visible	Minorities			Pr	omotions Visible N				Tei	rminatio Visible	ONS Minorities	
	og)		All Employees	Represent	itation		lability	Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Acti		Expected	Difference
		#	#	#	9/6	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/6	#	#
01	Senior Managers	2016	1	0	0.0			0	0.0								0.0		ļ	ļ			<u></u>	
	Middle & Other	2018 2016	317	30	9.5	_		-18	0.0		0	0.0	01	(0	0	0.0	U	0		0	0.0		1 0
02	Managers	2018	304	38	12.5	15.0	3	-18		152	2 31	20.4	23	8	3 0	0	0.0	0	0	166	21	12.7	16	5 5
03	Professionals	2016	100	7	7.0	23.9	24	-17																
		2018	134	32	23.9	23.6		0	101.2		33	28.4	27	6	0	0	0.0	0	0	81	. 8	9.9	6	2
04	Semi-Professionals & Technicians	2016 2018	16 26	0	0.0 19.2	29.0 27.9		-5 -2	0.0 68.9	18	8 6	33.3	5	1	1 0	0	0.0	0	0	ļ	1	14.3		
-		2016	23		21.7	4.2	-	4	517.6			33.3				V .	0.0	v	<u> </u>	<u>'</u>	1	14.5	\vdash	1
05	Supervisors	2018	13	1	7.7	5.1		0	150.8		2 0	0.0	0		0	0	0.0	0	0	11	4	36.4	2	2 2
06	Supervisors: Crafts &	2016	0	0	0.0			0	0.0															
	Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
Data	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx100	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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			New	Entrant	ts				G	Foals														
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	upational Group	I Cai	All Employees	Visible Mir	iorities		Visible M	linorities	Τ		Visible Mi	morities	Ι.,					(Commen	ts				
(EE	OG)			Actua		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		# 2018	# 0	# 0	0.0	# 0	0.0	%	0.0	# 0	0.0	%	0.0											
01	Senior Managers	2021	0	0	0.0		0.0	0.0			Ŭ.,	0.0												
02	Middle & Other	2018	152	31	20.4	0.0000000000000000000000000000000000000	1,550.0	15.0			1,033.3	0.0												
02	Managers	2021	152	31	20.4			0.2	13596.5		266	0.2	12746.7											
03	Professionals	2018	116 116	33 33	28.4 28.4		412.5	23.9			366.7	0.0	0.0											
	Semi-Professionals &	2018	118	6	33.3		600.0	29.0			150.0	0.0	0.0											
04		2021	18	6	33.3			0.3				0.3	11904.8											
05	Supervisors	2018	2	0	0.0		0.0	4.2			0.0	0.0	0.0											
	•	2021	2	0	0.0			0.0				0.0	0.0											
	Supervisors: Crafts & Trades	2018 2021	0	0	0.0		0.0	0.0			0.0	0.0	0.0											
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	D L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis			U x F ÷ 100	V - X
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Employment Equity					f <mark>orce Ana</mark> Vorkforce	-					Hires			1		Data An	•		Т		in ati		
Occupational Group	Year			**	Vorkforce Visible M							e Minorities				Promotion Visible	Minorities				erminatio Visible	e Minorities	
(EEOG)		All Employees	Represen		Availa		Gap	EE Result	All Employees	Actu	tual	Expected	Difference	All Employees	Ac	ctual	Expected	Difference	All Employees	Actu	tual	Expected	Difference
A 4inictrative &	2016	# 62	# 7	% 11.3	3 4.1	# 3	# 4	275.4	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2018	92		23.9			3 19			24	30.4	3	3 21	1 0		0.0	0	(0 54	4 9	16.7	6	, 3
08 Skilled Sales &	2016	1,	0	0.0	0 24.2	0	0	0.0)				<u> </u>	<u> </u>									
Service Personnel Skilled Crafts &	2018 2016	110	0 0	0.0			7 0	0.0		0	0.0	1 0	1	01	0	0.0	0		- 0'	0 0	0.0	1 0	1 0
09 Trades Workers	2018		0	0.0		1		0.0		0	0.0	<u> </u>		<u>, o</u>) 0	0.0	0		' <u>7_</u> t	0 0	0.0		, 0
10 Clerical Personnel	2016	130					3 10				——- I		<u> </u>									15	
Intermediate Sales &	2018 2016	142 405		31.7 9.9			37	576.2		46	46.0	6	5 41	- 01	- 0	0.0	0	<u> </u>	0 91	1 24	26.4	13	3 11
11 Service Personnel	2018	510	+	21.4						5 145	29.8	35	5 110	,)0	0.0	0	(0 389	9 87	22.4	4 38	3 49
12 Semi-Skilled Manual Workers	2016	0	0	0.0			0	0.0				.['	.—									.['	1
WORKEIS	2018	<u> </u>	U _[0.0	0.0	<u> </u>		0.0	0	0	0.0	<u>U</u>			U	0.0			1 0	0 0	0.0	<u>U</u>	<u> </u>
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: I	E÷Gx 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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			v Entran						Goals				1										
Employment Equity	Year		low Data Visible Mi				erm Goals	<u> </u>	 	Long-tern Visible Min			4										
Occupational Group (EEOG)		All Employees	<u> </u>			Percent of	1	Percent of		Percent of	Goal	Percent of					·	Commen	<i>t</i> s				
	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met	1										
Administrative &	2018	79	24	30.4	4 0	0.0	4.1	741.0	0	0.0	0.0	0.0	_										
Senior Clerical	2021	79	-			<u></u>	0.0			1	0.0	+											
08 Skilled Sales & Service Personnel	2018	0 0	0 0	0.0		0.0	0.0			0.0	0.0	-	- I										
ON Skilled Crafts &	2018	0	0	0.0	0 0	0.0	0.0	0.0	0	0.0	0.0	0.0)										
Trades Workers	2021 2018	100	0 46	0.0 46.0		2300.0	0.0			0.0	0.0	_											
10 Clerical Personnel	2018	100	1 :	46.0 46.0		2300.0	0.0			0.0	0.0		_										
Intermediate Sales &	2018	486	145	29.8	8 2	7250.0	8.9	335.2	2 0	0.0	0.0	0.0)										
Service Personnel Semi-Skilled Manual	2021 2018	486	+ + +	29.8 0.0		0.0	0.0	_		0.0	0.0	_	_										
12 Semi-Skilled Manual Workers	2018	0	0	0.0		0.0	0.0	-		0.0	0.0	1											
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									Feder	al Contr	actors l	Prograi	n Achie	vement l	Report									
									Par	t 7: Resu	lts - Me	embers	of Visib	le Minoi	rities									
										В	ayshore	Healtl	icare Lt	d.										000840
											[Date	: 2018-	10-23]											
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		#	#	#	%	%	#	# #	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	Other Sales & Service	2016	0	0	0.0	0.0		0	0.0															
I	Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2016 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
Total		2016	1,055	107	10.1	11.8		-17	86.0			***								·				
Total		2018	1,223	252	20.6	11.0	135	117	187.3	953	285	29.9	105	180	0	0	0.0	0	0	799	154	19.3	81	73
Data sc	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data I 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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		#	H	#	%	#	Goal Met	%	Goal Met	4 4	Goal Met	%	Goal Met											
1.70	Other Sales & Service	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
14	Other Manual Workers	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		2021	953	285	29.9	15	1900.0	0.0	0.0	16	1781.3	0.0	0.0											
Total		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:

7	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	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.
V	Adjusted survey results to reflect hires, promotions and terminations.
V	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.
7	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).
V	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
V	Ensured that any new gaps identified are addressed accordingly.
V	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.
V	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
V	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
V	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.
7	Undertook initiatives to increase representation where gaps in representation were found.
7	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Opera	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
√	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.
Addit	tional Details
Please p	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 i
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			
Emp	ployment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representati on	LMA
#	Description	#	# or %	# or %	%	%
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			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
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			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# 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			
Emp	ployment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# 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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the 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.qc.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 <u>ee-eme@hrsdc-rhdcc.gc.ca</u>



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