



Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

s.19(1)

s.24(1)

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Fort Garry Industries Ltd	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> 41899	Total number of employees in Canada (Permanent Full-Time and/Part-Time/Temporary) 520  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 2525 Inkster Blvd	City Winnipeg	Province MB	Postal Code R3C 2E6
Telephone Number 204-632-8261			

EMPLOYMENT EQUITY CONTACT			
Name (print) Jeff Carriere	Title Vice President Finance		
Telephone Number 204-631-0025	E-mail Address jcarriere@fgilttd.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY												
<p><b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p>												
<table style="width: 100%;"> <tr> <td style="width: 45%;">                             Name (print)                              Jeff Carriere                         </td> <td style="width: 10%;">                             Title                              Vice President Finance                         </td> <td colspan="2"></td> </tr> <tr> <td>                             Telephone Number                              20 [REDACTED]                         </td> <td>                             E-mail Address                              carriere@fgilttd.ca                         </td> <td colspan="2">                             Preferred Language of Correspondence  <input checked="" type="checkbox"/> English <input type="checkbox"/> French                         </td> </tr> <tr> <td>                             Signature                              [REDACTED]                         </td> <td>                             Date (YYYY-MM-DD)                              2015-06-02                         </td> <td colspan="2"></td> </tr> </table>	Name (print) Jeff Carriere	Title Vice President Finance			Telephone Number 20 [REDACTED]	E-mail Address carriere@fgilttd.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French		Signature [REDACTED]	Date (YYYY-MM-DD) 2015-06-02		
Name (print) Jeff Carriere	Title Vice President Finance											
Telephone Number 20 [REDACTED]	E-mail Address carriere@fgilttd.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French										
Signature [REDACTED]	Date (YYYY-MM-DD) 2015-06-02											
<p><b>Privacy Notice:</b> The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.</p> <p>Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i>, which is available at the following website address: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a>. <i>Info Source</i> may also be accessed online at any Service Canada Centre.</p>												

RETURN INSTRUCTIONS
<p><b>IMPORTANT</b></p> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsc-rhcc.gc.ca">ee-eme@hrsc-rhcc.gc.ca</a>.</li> </ul>

# Federal Contractors Program

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

Contractors are required to conduct, develop and maintain:

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

Contractors are required to submit to the Labour Program of Employment and Social Development Canada:

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

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

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

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

# Questions and Answers

## Subsidiary vs. Division/Branch

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

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

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

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

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

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

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

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

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

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

## Employment Status

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

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

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

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

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

**Q3 How are students counted under the FCP?**

A3 Students employed during a school break, and who are returning to school, are not counted as employees for employment equity purposes.

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

**Q4 How are other employees counted under the FCP?**

A4 Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time or permanent part-time employees and maintain the right to return to work.




**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT  
 INFORMATION**
***Federal Contractors Program***


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As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: [ee-emc@hrsdc-rhdcc.gc.ca](mailto:ee-emc@hrsdc-rhdcc.gc.ca).

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I, the undersigned, on behalf of (legal name of organization) **Fort Garry Industries Ltd** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **070019**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) October 31, 2019 for the following reason(s):

(Please describe) **We had requested to withdraw from the FCP as we have no federal contracts, have not had any federal contracts for several years, and have no plans to have any federal contracts anywhere in the foreseeable future, therefore we did not submit data for the deadline as requested. However we have now been informed that we are not allowed to withdraw from this program so we will require time to prepare and submit the data.**

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Darcie Grysiuk** Position Title: **Accounting Manager**

Email address: **dgrysiuk@fgiltd.ca**

Telephone number: **204-631-0023**

Business address: **2525 Inkster Blvd, Winnipeg, MB, R2R 2Y4**

Signature \_\_\_\_\_



Date: September 16, 2019

## Nyirasafari, Ange AN [NC]

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**From:** Arnaoudova, Olga O [NC] on behalf of EE-EME  
**Sent:** September 20, 2019 2:13 PM  
**To:** 'jcarriere@fgiltd.ca'  
**Cc:** 'Darcie Grysiuk'  
**Subject:** your request for an extension for the compliance assessment under the Federal Contractors Program was approved  
**Attachments:** RE: Government of Canada Agreement 070019 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program  
**Expires:** March 18, 2020 12:00 AM

Good afternoon,

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.

As requested, we hereby grant you an extension **until October 31, 2019**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail,  
Programme du travail Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

Workplace Equity Division,  
Labour Program Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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



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

Reporting Period 2016-06-16 to 2019-07-01

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	73	0	0	73	Calgary	40	0	0	40
Manitoba	133	0	0	133	Edmonton	70	0	0	70
British Columbia	2	0	0	2	Regina	35	0	0	35
Saskatchewan	77	0	0	77	Toronto	41	0	0	41
Alberta	175	0	0	175	Winnipeg	104	0	0	104
Total Employees in Canada				460	Greater Sudbury	7	0	0	7
					Thunder Bay	25	0	0	25
					Saskatoon	42	0	0	42
					Alta. less CMAs	65	0	0	65
					B.C. less CMAs	2	0	0	2
					Man. less CMA	29	0	0	29
					Total Employees in Canada				460



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / National  
Reporting Period 2016-06-16 to 2019-07-01

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	5	1									
	<b>Total</b>	6	5	1									
<b>Middle and Other Managers</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	33	29	4	1	1					1	1	
	<b>Total</b>	34	30	4	1	1					1	1	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	7								1	1	
	<b>Total</b>	7	7								1	1	
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									



Fort Garry Industries Ltd. (certificate # 070019)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-16 to 2019-07-01**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	9	3							1	1	
	<b>Total</b>	12	9	3							1	1	
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	<b>Total</b>	5	5										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	3	5				1	1		1		1
	<b>Total</b>	8	3	5				1	1		1		1
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	63	57	6	2	2							
	<b>Total</b>	63	57	6	2	2							

Fort Garry Industries Ltd. (certificate # 070019)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-16 to 2019-07-01**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	71	71		3	3		2	2		3	3	
	<b>Total</b>	71	71		3	3		2	2		3	3	
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	74	31	43	2	1	1	3	1	2	6	4	2
	<b>Total</b>	74	31	43	2	1	1	3	1	2	6	4	2
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	84	66	18	4	3	1	6	6		3	3	
	<b>Total</b>	84	66	18	4	3	1	6	6		3	3	
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 50,000 - \$54,999  Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	78	63	15	1	1		4	4		12	11	1
	<b>Total</b>	79	64	15	1	1		4	4		12	11	1

Fort Garry Industries Ltd. (certificate # 070019)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-16 to 2019-07-01**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	12	4	1		1	1	1		5	5	
	<b>Total</b>	16	12	4	1		1	1	1		5	5	
<b>Total Number of Employees</b>		<b>460</b>	<b>360</b>	<b>100</b>	<b>14</b>	<b>11</b>	<b>3</b>	<b>17</b>	<b>15</b>	<b>2</b>	<b>33</b>	<b>29</b>	<b>4</b>





Fort Garry Industries Ltd. (certificate # 070019)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-06-16 to 2019-07-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	7	6	1							1	1	
Professionals	1	1										
Semi-Professionals and Technicians	2		2									
Supervisors	2	1	1									
Supervisors: Crafts and Trades	2	2		1	1							
Administrative and Senior Clerical Personnel	7	3	4				1	1		2		2
Skilled Sales and Service Personnel	6	5	1									
Skilled Crafts and Trades Workers	56	56		1	1		1	1		4	4	
Clerical Personnel	58	32	26	3	2	1	1	1		4	2	2
Intermediate Sales and Service Personnel	32	21	11	1		1	3	3		1	1	
Semi-Skilled Manual Workers	124	89	35	4	4		5	5		8	7	1
Other Manual Workers	7	6	1									
<b>Total Number of Employees Hired</b>	<b>304</b>	<b>222</b>	<b>82</b>	<b>10</b>	<b>8</b>	<b>2</b>	<b>11</b>	<b>11</b>		<b>20</b>	<b>15</b>	<b>5</b>

**Fort Garry Industries Ltd. (certificate # 070019)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-06-16 to 2019-07-01**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	4	2	2									
<b>Supervisors</b>	6	5	1									
<b>Supervisors: Crafts and Trades</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	3	2	1	1	1							
<b>Clerical Personnel</b>	3		3									
<b>Intermediate Sales and Service Personnel</b>	11	8	3									
<b>Semi-Skilled Manual Workers</b>	2	2		1	1							
<b>Total Number of Employees Promoted</b>	30	20	10	2	2							
<b>Total Number of Promotions</b>	30	20	10	2	2							

Fort Garry Industries Ltd. (certificate # 070019)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / National

Reporting Period 2016-06-16 to 2019-07-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	8	7	1									
Professionals	2	1	1									
Semi-Professionals and Technicians	1		1									
Supervisors	3	1	2	1		1						
Supervisors: Crafts and Trades	6	6		1	1		1	1				
Administrative and Senior Clerical Personnel	6	2	4							1		1
Skilled Sales and Service Personnel	7	7		1	1							
Skilled Crafts and Trades Workers	81	79	2	2	2		1	1		6	6	
Clerical Personnel	51	22	29	2	1	1				2	1	1
Intermediate Sales and Service Personnel	32	21	11	1		1				2	1	1
Semi-Skilled Manual Workers	133	97	36	7	6	1	4	4		8	8	
Other Manual Workers	9	7	2				1		1			
<b>Total Number of Employees Terminated</b>	<b>340</b>	<b>251</b>	<b>89</b>	<b>15</b>	<b>11</b>	<b>4</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>19</b>	<b>16</b>	<b>3</b>



Workplace Equity Information Management System - Fort Garry Industries Ltd.

Workforce Analysis - Detailed Report

Date: 2019-07-01

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	6	1	16.7 %	27.6 %	2	-1	National
<b>02 : Middle and Other Managers</b>	National	34	4	11.8 %	39.4 %	13	-9	National
<b>03 : Professionals</b>		7	0	0.0 %	18.2 %	1	-1	
2171 : Information systems analysts and consultants	National	1	0	0.0 %	27.7 %	0	0	National
2174 : Computer programmers and interactive media developers	National	6	0	0.0 %	16.6 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		1	1	100.0 %	38.6 %	0	1	
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	1	100.0 %	38.6 %	0	1	Alberta
<b>05 : Supervisors</b>		12	3	25.0 %	55.5 %	7	-4	
Employment Equity Occupational Group	Alta. less CMAs	3	1	33.3 %	60.5 %	2	-1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	53.8 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	53.4 %	1	-1	Edmonton
Employment Equity Occupational Group	Regina	1	0	0.0 %	53.0 %	1	-1	Regina
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	61.3 %	1	-1	Saskatoon
Employment Equity Occupational Group	Toronto	1	0	0.0 %	52.0 %	1	-1	Toronto
Employment Equity Occupational Group	Winnipeg	4	2	50.0 %	52.8 %	2	0	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		5	0	0.0 %	3.2 %	0	0	
7301 : Contractors and supervisors, mechanic trades	Manitoba	2	0	0.0 %	3.6 %	0	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	4.5 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Saskatchewan	2	0	0.0 %	2.2 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		8	5	62.5 %	82.4 %	7	-2	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	81.2 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	84.2 %	1	0	Edmonton
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	84.4 %	1	-1	Saskatoon
Employment Equity Occupational Group	Winnipeg	5	3	60.0 %	82.0 %	4	-1	Winnipeg



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#### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>08 : Skilled Sales and Service Personnel</b>		63	6	9.5 %	24.0 %	15	-9	
6221 : Technical sales specialists - wholesale trade	Alberta	29	4	13.8 %	23.4 %	7	-3	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	27.9 %	1	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	13	1	7.7 %	22.9 %	3	-2	Manitoba
6221 : Technical sales specialists - wholesale trade	Ontario	9	1	11.1 %	27.9 %	3	-2	Ontario
6221 : Technical sales specialists - wholesale trade	Saskatchewan	10	0	0.0 %	23.1 %	2	-2	Saskatchewan
<b>09 : Skilled Crafts and Trades Workers</b>		71	0	0.0 %	1.2 %	1	-1	
7237 : Welders and related machine operators	Alberta	3	0	0.0 %	4.0 %	0	0	Alberta
7237 : Welders and related machine operators	Saskatchewan	1	0	0.0 %	3.3 %	0	0	Saskatchewan
7312 : Heavy-duty equipment mechanics	Alberta	27	0	0.0 %	1.2 %	0	0	Alberta
7312 : Heavy-duty equipment mechanics	Manitoba	15	0	0.0 %	1.5 %	0	0	Manitoba
7312 : Heavy-duty equipment mechanics	Ontario	11	0	0.0 %	1.1 %	0	0	Ontario
7312 : Heavy-duty equipment mechanics	Saskatchewan	14	0	0.0 %	0.4 %	0	0	Saskatchewan
<b>10 : Clerical Personnel</b>		74	43	58.1 %	70.7 %	52	-9	
<b>Employment Equity Occupational Group</b>	Alta. less CMAs	8	5	62.5 %	78.8 %	6	-1	Alta. less CMAs
<b>Employment Equity Occupational Group</b>	Calgary	4	2	50.0 %	70.7 %	3	-1	Calgary
<b>Employment Equity Occupational Group</b>	Edmonton	10	6	60.0 %	71.9 %	7	-1	Edmonton
<b>Employment Equity Occupational Group</b>	Greater Sudbury	2	0	0.0 %	73.9 %	1	-1	Greater Sudbury
<b>Employment Equity Occupational Group</b>	Man. less CMA	4	2	50.0 %	75.2 %	3	-1	Man. less CMA
<b>Employment Equity Occupational Group</b>	Regina	3	2	66.7 %	68.9 %	2	0	Regina
<b>Employment Equity Occupational Group</b>	Saskatoon	7	2	28.6 %	69.0 %	5	-3	Saskatoon
<b>Employment Equity Occupational Group</b>	Thunder Bay	3	1	33.3 %	73.6 %	2	-1	Thunder Bay
<b>Employment Equity Occupational Group</b>	Toronto	4	1	25.0 %	65.5 %	3	-2	Toronto
<b>Employment Equity Occupational Group</b>	Winnipeg	29	22	75.9 %	68.3 %	20	2	Winnipeg



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>11 : Intermediate Sales and Service Personnel</b>		84	18	21.4 %	70.3 %	59	-41	
Employment Equity Occupational Group	Alta. less CMAs	18	7	38.9 %	76.1 %	14	-7	Alta. less CMAs
Employment Equity Occupational Group	Calgary	10	2	20.0 %	67.8 %	7	-5	Calgary
Employment Equity Occupational Group	Edmonton	14	2	14.3 %	69.6 %	10	-8	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	71.6 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	3	0	0.0 %	74.8 %	2	-2	Man. less CMA
Employment Equity Occupational Group	Regina	8	2	25.0 %	68.1 %	5	-3	Regina
Employment Equity Occupational Group	Saskatoon	11	3	27.3 %	69.8 %	8	-5	Saskatoon
Employment Equity Occupational Group	Thunder Bay	5	1	20.0 %	70.3 %	4	-3	Thunder Bay
Employment Equity Occupational Group	Toronto	7	0	0.0 %	65.7 %	5	-5	Toronto
Employment Equity Occupational Group	Winnipeg	7	1	14.3 %	66.3 %	5	-4	Winnipeg
<b>12 : Semi-Skilled Manual Workers</b>		79	15	19.0 %	15.8 %	12	3	
Employment Equity Occupational Group	Alta. less CMAs	12	8	66.7 %	16.6 %	2	6	Alta. less CMAs
Employment Equity Occupational Group	Calgary	8	2	25.0 %	14.4 %	1	1	Calgary
Employment Equity Occupational Group	Edmonton	13	1	7.7 %	14.9 %	2	-1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	11.4 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	2	0	0.0 %	16.5 %	0	0	Man. less CMA
Employment Equity Occupational Group	Regina	7	2	28.6 %	10.1 %	1	1	Regina
Employment Equity Occupational Group	Saskatoon	5	1	20.0 %	15.8 %	1	0	Saskatoon
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	10.4 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	19	1	5.3 %	20.1 %	4	-3	Toronto
Employment Equity Occupational Group	Winnipeg	10	0	0.0 %	14.2 %	1	-1	Winnipeg
<b>14 : Other Manual Workers</b>		16	4	25.0 %	19.6 %	3	1	
Employment Equity Occupational Group	Man. less CMA	15	4	26.7 %	18.8 %	3	1	Man. less CMA



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### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	1	0	0.0 %	31.3 %	0	0	Toronto
<b>Total</b>		460	100	21.7 %	37.6 %	172	-72	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	6	0	0.0 %	3.2 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	34	1	2.9 %	2.7 %	1	0	National
<b>03 : Professionals</b>		7	0	0.0 %	1.1 %	0	0	
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.3 %	0	0	National
2174 : Computer programmers and interactive media developers	National	6	0	0.0 %	1.1 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		1	0	0.0 %	5.9 %	0	0	
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	5.9 %	0	0	Alberta
<b>05 : Supervisors</b>		12	0	0.0 %	7.2 %	1	-1	
<b>Employment Equity Occupational Group</b>	Alta. less CMAs	3	0	0.0 %	7.6 %	0	0	Alta. less CMAs
<b>Employment Equity Occupational Group</b>	Calgary	1	0	0.0 %	3.1 %	0	0	Calgary
<b>Employment Equity Occupational Group</b>	Edmonton	1	0	0.0 %	4.5 %	0	0	Edmonton
<b>Employment Equity Occupational Group</b>	Regina	1	0	0.0 %	4.5 %	0	0	Regina
<b>Employment Equity Occupational Group</b>	Saskatoon	1	0	0.0 %	9.0 %	0	0	Saskatoon
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto
<b>Employment Equity Occupational Group</b>	Winnipeg	4	0	0.0 %	10.3 %	0	0	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		5	0	0.0 %	6.1 %	0	0	
7301 : Contractors and supervisors, mechanic trades	Manitoba	2	0	0.0 %	8.3 %	0	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	2.3 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Saskatchewan	2	0	0.0 %	5.8 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		8	0	0.0 %	7.6 %	1	-1	
<b>Employment Equity Occupational Group</b>	Calgary	1	0	0.0 %	2.9 %	0	0	Calgary
<b>Employment Equity Occupational Group</b>	Edmonton	1	0	0.0 %	4.7 %	0	0	Edmonton
<b>Employment Equity Occupational Group</b>	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
<b>Employment Equity Occupational Group</b>	Winnipeg	5	0	0.0 %	9.2 %	0	0	Winnipeg





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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>08 : Skilled Sales and Service Personnel</b>		63	2	3.2 %	3.4 %	2	0	
6221 : Technical sales specialists - wholesale trade	Alberta	29	0	0.0 %	2.8 %	1	-1	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	2.1 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	13	1	7.7 %	5.5 %	1	0	Manitoba
6221 : Technical sales specialists - wholesale trade	Ontario	9	1	11.1 %	1.2 %	0	1	Ontario
6221 : Technical sales specialists - wholesale trade	Saskatchewan	10	0	0.0 %	4.6 %	0	0	Saskatchewan
<b>09 : Skilled Crafts and Trades Workers</b>		71	3	4.2 %	6.8 %	5	-2	
7237 : Welders and related machine operators	Alberta	3	0	0.0 %	6.5 %	0	0	Alberta
7237 : Welders and related machine operators	Saskatchewan	1	0	0.0 %	8.1 %	0	0	Saskatchewan
7312 : Heavy-duty equipment mechanics	Alberta	27	0	0.0 %	4.8 %	1	-1	Alberta
7312 : Heavy-duty equipment mechanics	Manitoba	15	3	20.0 %	12.2 %	2	1	Manitoba
7312 : Heavy-duty equipment mechanics	Ontario	11	0	0.0 %	4.7 %	1	-1	Ontario
7312 : Heavy-duty equipment mechanics	Saskatchewan	14	0	0.0 %	6.6 %	1	-1	Saskatchewan
<b>10 : Clerical Personnel</b>		74	2	2.7 %	9.2 %	7	-5	
Employment Equity Occupational Group	Alta. less CMAs	8	0	0.0 %	9.6 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	4	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	10	1	10.0 %	5.3 %	1	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	8.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	4	0	0.0 %	19.1 %	1	-1	Man. less CMA
Employment Equity Occupational Group	Regina	3	0	0.0 %	6.7 %	0	0	Regina
Employment Equity Occupational Group	Saskatoon	7	0	0.0 %	8.5 %	1	-1	Saskatoon
Employment Equity Occupational Group	Thunder Bay	3	0	0.0 %	10.1 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	4	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	29	1	3.4 %	11.4 %	3	-2	Winnipeg



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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>11 : Intermediate Sales and Service Personnel</b>		84	4	4.8 %	8.1 %	7	-3	
Employment Equity Occupational Group	Alta. less CMAs	18	0	0.0 %	9.7 %	2	-2	Alta. less CMAs
Employment Equity Occupational Group	Calgary	10	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	14	1	7.1 %	5.7 %	1	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	8.9 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	3	0	0.0 %	24.6 %	1	-1	Man. less CMA
Employment Equity Occupational Group	Regina	8	1	12.5 %	8.7 %	1	0	Regina
Employment Equity Occupational Group	Saskatoon	11	1	9.1 %	10.3 %	1	0	Saskatoon
Employment Equity Occupational Group	Thunder Bay	5	1	20.0 %	10.7 %	1	0	Thunder Bay
Employment Equity Occupational Group	Toronto	7	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	7	0	0.0 %	10.6 %	1	-1	Winnipeg
<b>12 : Semi-Skilled Manual Workers</b>		79	1	1.3 %	6.3 %	5	-4	
Employment Equity Occupational Group	Alta. less CMAs	12	0	0.0 %	9.3 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	8	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	13	0	0.0 %	6.2 %	1	-1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	12.0 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	2	0	0.0 %	15.8 %	0	0	Man. less CMA
Employment Equity Occupational Group	Regina	7	0	0.0 %	7.9 %	1	-1	Regina
Employment Equity Occupational Group	Saskatoon	5	0	0.0 %	9.5 %	0	0	Saskatoon
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	10.8 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	19	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	10	1	10.0 %	9.8 %	1	0	Winnipeg
<b>14 : Other Manual Workers</b>		16	1	6.3 %	25.5 %	4	-3	
Employment Equity Occupational Group	Man. less CMA	15	1	6.7 %	27.1 %	4	-3	Man. less CMA



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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
<b>Total</b>		460	14	3.1 %	7.1 %	33	-19	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability			Gap #
			#	%	%	#		
<b>01 : Senior Managers</b>	National	6	0	0.0 %	11.5 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	34	1	2.9 %	17.6 %	6	-5	National
<b>03 : Professionals</b>		7	1	14.3 %	34.9 %	2	-1	
2171 : Information systems analysts and consultants	National	1	0	0.0 %	38.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	6	1	16.7 %	34.2 %	2	-1	National
<b>04 : Semi-Professionals and Technicians</b>		1	0	0.0 %	10.7 %	0	0	
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	10.7 %	0	0	Alberta
<b>05 : Supervisors</b>		12	1	8.3 %	27.8 %	3	-2	
Employment Equity Occupational Group	Alta. less CMAs	3	0	0.0 %	20.1 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	36.7 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	34.5 %	0	0	Edmonton
Employment Equity Occupational Group	Regina	1	0	0.0 %	26.2 %	0	0	Regina
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	22.4 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	1	1	100.0 %	51.5 %	1	0	Toronto
Employment Equity Occupational Group	Winnipeg	4	0	0.0 %	25.4 %	1	-1	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		5	0	0.0 %	5.4 %	0	0	
7301 : Contractors and supervisors, mechanic trades	Manitoba	2	0	0.0 %	3.6 %	0	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	14.2 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Saskatchewan	2	0	0.0 %	2.9 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		8	1	12.5 %	15.6 %	1	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	20.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	16.9 %	0	0	Edmonton
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.2 %	0	0	Saskatoon
Employment Equity Occupational Group	Winnipeg	5	1	20.0 %	15.9 %	1	0	Winnipeg



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>08 : Skilled Sales and Service Personnel</b>		63	0	0.0 %	13.0 %	8	-8	
6221 : Technical sales specialists - wholesale trade	Alberta	29	0	0.0 %	12.9 %	4	-4	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	26.1 %	1	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	13	0	0.0 %	9.9 %	1	-1	Manitoba
6221 : Technical sales specialists - wholesale trade	Ontario	9	0	0.0 %	22.8 %	2	-2	Ontario
6221 : Technical sales specialists - wholesale trade	Saskatchewan	10	0	0.0 %	5.7 %	1	-1	Saskatchewan
<b>09 : Skilled Crafts and Trades Workers</b>		71	3	4.2 %	6.8 %	5	-2	
7237 : Welders and related machine operators	Alberta	3	0	0.0 %	17.6 %	1	-1	Alberta
7237 : Welders and related machine operators	Saskatchewan	1	0	0.0 %	15.3 %	0	0	Saskatchewan
7312 : Heavy-duty equipment mechanics	Alberta	27	1	3.7 %	6.7 %	2	-1	Alberta
7312 : Heavy-duty equipment mechanics	Manitoba	15	1	6.7 %	5.3 %	1	0	Manitoba
7312 : Heavy-duty equipment mechanics	Ontario	11	0	0.0 %	6.6 %	1	-1	Ontario
7312 : Heavy-duty equipment mechanics	Saskatchewan	14	1	7.1 %	6.1 %	1	0	Saskatchewan
<b>10 : Clerical Personnel</b>		74	6	8.1 %	19.0 %	14	-8	
Employment Equity Occupational Group	Alta. less CMAs	8	1	12.5 %	4.9 %	0	1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	4	0	0.0 %	30.6 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	10	0	0.0 %	21.5 %	2	-2	Edmonton
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	2.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	4	0	0.0 %	3.0 %	0	0	Man. less CMA
Employment Equity Occupational Group	Regina	3	0	0.0 %	12.7 %	0	0	Regina
Employment Equity Occupational Group	Saskatoon	7	1	14.3 %	11.9 %	1	0	Saskatoon
Employment Equity Occupational Group	Thunder Bay	3	0	0.0 %	2.3 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	4	1	25.0 %	52.2 %	2	-1	Toronto
Employment Equity Occupational Group	Winnipeg	29	3	10.3 %	23.3 %	7	-4	Winnipeg



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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>11 : Intermediate Sales and Service Personnel</b>		84	3	3.6 %	24.3 %	20	-17	
Employment Equity Occupational Group	Alta. less CMAs	18	1	5.6 %	10.4 %	2	-1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	10	0	0.0 %	37.7 %	4	-4	Calgary
Employment Equity Occupational Group	Edmonton	14	1	7.1 %	32.9 %	5	-4	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	4.0 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	3	0	0.0 %	5.5 %	0	0	Man. less CMA
Employment Equity Occupational Group	Regina	8	0	0.0 %	20.2 %	2	-2	Regina
Employment Equity Occupational Group	Saskatoon	11	0	0.0 %	19.0 %	2	-2	Saskatoon
Employment Equity Occupational Group	Thunder Bay	5	0	0.0 %	5.0 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	7	1	14.3 %	54.7 %	4	-3	Toronto
Employment Equity Occupational Group	Winnipeg	7	0	0.0 %	31.4 %	2	-2	Winnipeg
<b>12 : Semi-Skilled Manual Workers</b>		79	12	15.2 %	32.8 %	26	-14	
Employment Equity Occupational Group	Alta. less CMAs	12	0	0.0 %	6.9 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	Calgary	8	0	0.0 %	40.1 %	3	-3	Calgary
Employment Equity Occupational Group	Edmonton	13	4	30.8 %	28.4 %	4	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	1.0 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Man. less CMA	2	0	0.0 %	7.0 %	0	0	Man. less CMA
Employment Equity Occupational Group	Regina	7	0	0.0 %	19.7 %	1	-1	Regina
Employment Equity Occupational Group	Saskatoon	5	0	0.0 %	17.8 %	1	-1	Saskatoon
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	2.2 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	19	6	31.6 %	62.9 %	12	-6	Toronto
Employment Equity Occupational Group	Winnipeg	10	2	20.0 %	38.2 %	4	-2	Winnipeg
<b>14 : Other Manual Workers</b>		16	5	31.3 %	11.9 %	2	3	
Employment Equity Occupational Group	Man. less CMA	15	5	33.3 %	8.9 %	1	4	Man. less CMA



**Workforce Analysis - Detailed Report**

Date: 2019-07-01

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	1	0	0.0 %	56.3 %	1	-1	Toronto
Total		460	33	7.2 %	19.4 %	88	-55	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-07-01

### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	40	0	0.0 %	5.0 %	2	-2	National
03 : Professionals	National	7	0	0.0 %	8.9 %	1	-1	National
04 : Semi-Professionals and Technicians	National	1	0	0.0 %	7.6 %	0	0	National
05 : Supervisors	National	12	0	0.0 %	27.5 %	3	-3	National
06 : Supervisors: Crafts and Trades	National	5	0	0.0 %	10.1 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	8	1	12.5 %	10.0 %	1	0	National
08 : Skilled Sales and Service Personnel	National	63	0	0.0 %	8.0 %	5	-5	National
09 : Skilled Crafts and Trades Workers	National	71	2	2.8 %	7.8 %	6	-4	National
10 : Clerical Personnel	National	74	3	4.1 %	9.3 %	7	-4	National
11 : Intermediate Sales and Service Personnel	National	84	6	7.1 %	10.8 %	9	-3	National
12 : Semi-Skilled Manual Workers	National	79	4	5.1 %	10.3 %	8	-4	National
14 : Other Manual Workers	National	16	1	6.3 %	6.8 %	1	0	National
<b>Total</b>		<b>460</b>	<b>17</b>	<b>3.7 %</b>	<b>9.4 %</b>	<b>44</b>	<b>-27</b>	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data





### Workforce Analysis - Detailed Report

Date: 2019-07-01

#### 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
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



### Workforce Analysis - Detailed Report

Date: 2019-07-01

#### 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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - Fort Garry Industries Ltd.

**Workforce Analysis - Summary Report**

Date: 2019-07-01

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	#	%	
01 : Senior Managers	6	1	16.7 %	27.6 %	2	-1
02 : Middle and Other Managers	34	4	11.8 %	39.4 %	13	-9
03 : Professionals	7	0	0.0 %	18.2 %	1	-1
04 : Semi-Professionals and Technicians	1	1	100.0 %	38.6 %	0	1
05 : Supervisors	12	3	25.0 %	55.5 %	7	-4
06 : Supervisors: Crafts and Trades	5	0	0.0 %	3.2 %	0	0
07 : Administrative and Senior Clerical Personnel	8	5	62.5 %	82.4 %	7	-2
08 : Skilled Sales and Service Personnel	63	6	9.5 %	24.0 %	15	-9
09 : Skilled Crafts and Trades Workers	71	0	0.0 %	1.2 %	1	-1
10 : Clerical Personnel	74	43	58.1 %	70.7 %	52	-9
11 : Intermediate Sales and Service Personnel	84	18	21.4 %	70.3 %	59	-41
12 : Semi-Skilled Manual Workers	79	15	19.0 %	15.8 %	12	3
14 : Other Manual Workers	16	4	25.0 %	19.6 %	3	1
<b>Total</b>	<b>460</b>	<b>100</b>	<b>21.7 %</b>	<b>37.6 %</b>	<b>172</b>	<b>-72</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2019-07-01

### Aboriginal Peoples

003413

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	6	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	34	1	2.9 %	2.7 %	1	0
03 : Professionals	7	0	0.0 %	1.1 %	0	0
04 : Semi-Professionals and Technicians	1	0	0.0 %	5.9 %	0	0
05 : Supervisors	12	0	0.0 %	7.2 %	1	-1
06 : Supervisors: Crafts and Trades	5	0	0.0 %	6.1 %	0	0
07 : Administrative and Senior Clerical Personnel	8	0	0.0 %	7.6 %	1	-1
08 : Skilled Sales and Service Personnel	63	2	3.2 %	3.4 %	2	0
09 : Skilled Crafts and Trades Workers	71	3	4.2 %	6.8 %	5	-2
10 : Clerical Personnel	74	2	2.7 %	9.2 %	7	-5
11 : Intermediate Sales and Service Personnel	84	4	4.8 %	8.1 %	7	-3
12 : Semi-Skilled Manual Workers	79	1	1.3 %	6.3 %	5	-4
14 : Other Manual Workers	16	1	6.3 %	25.5 %	4	-3
<b>Total</b>	<b>460</b>	<b>14</b>	<b>3.1 %</b>	<b>7.1 %</b>	<b>33</b>	<b>-19</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-07-01

#### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	6	0	0.0 %	11.5 %	1	-1
02 : Middle and Other Managers	34	1	2.9 %	17.6 %	6	-5
03 : Professionals	7	1	14.3 %	34.9 %	2	-1
04 : Semi-Professionals and Technicians	1	0	0.0 %	10.7 %	0	0
05 : Supervisors	12	1	8.3 %	27.8 %	3	-2
06 : Supervisors: Crafts and Trades	5	0	0.0 %	5.4 %	0	0
07 : Administrative and Senior Clerical Personnel	8	1	12.5 %	15.6 %	1	0
08 : Skilled Sales and Service Personnel	63	0	0.0 %	13.0 %	8	-8
09 : Skilled Crafts and Trades Workers	71	3	4.2 %	6.8 %	5	-2
10 : Clerical Personnel	74	6	8.1 %	19.0 %	14	-8
11 : Intermediate Sales and Service Personnel	84	3	3.6 %	24.3 %	20	-17
12 : Semi-Skilled Manual Workers	79	12	15.2 %	32.8 %	26	-14
14 : Other Manual Workers	16	5	31.3 %	11.9 %	2	3
<b>Total</b>	<b>460</b>	<b>33</b>	<b>7.2 %</b>	<b>19.4 %</b>	<b>88</b>	<b>-55</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-07-01

#### Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	40	0	0.0 %	5.0 %	2	-2
03 : Professionals	7	0	0.0 %	8.9 %	1	-1
04 : Semi-Professionals and Technicians	1	0	0.0 %	7.6 %	0	0
05 : Supervisors	12	0	0.0 %	27.5 %	3	-3
06 : Supervisors: Crafts and Trades	5	0	0.0 %	10.1 %	1	-1
07 : Administrative and Senior Clerical Personnel	8	1	12.5 %	10.0 %	1	0
08 : Skilled Sales and Service Personnel	63	0	0.0 %	8.0 %	5	-5
09 : Skilled Crafts and Trades Workers	71	2	2.8 %	7.8 %	6	-4
10 : Clerical Personnel	74	3	4.1 %	9.3 %	7	-4
11 : Intermediate Sales and Service Personnel	84	6	7.1 %	10.8 %	9	-3
12 : Semi-Skilled Manual Workers	79	4	5.1 %	10.3 %	8	-4
14 : Other Manual Workers	16	1	6.3 %	6.8 %	1	0
<b>Total</b>	<b>460</b>	<b>17</b>	<b>3.7 %</b>	<b>9.4 %</b>	<b>44</b>	<b>-27</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-07-01

#### 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
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



### Workforce Analysis - Summary Report

Date: 2019-07-01

003417

#### 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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National



<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Fort Garry Industries Ltd.</b>
<b>2019-07-01</b>

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	16

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	01

Employment Equity Occupational Group (EOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	8	1	27.40
02	Middle & Other Managers	29	2	38.90
03	Professionals	9	1	20.20
04	Semi-Professionals & Technicians	1	1	35.50
05	Supervisors	9	4	53.90
06	Supervisors: Crafts & Trades	5	0	4.70
07	Administrative & Senior Clerical Personnel	8	5	82.20
08	Skilled Sales & Service Personnel	66	4	24.70
09	Skilled Crafts & Trades Workers	101	2	0.90
10	Clerical Personnel	70	47	69.90
11	Intermediate Sales & Service Personnel	71	13	68.20
12	Semi-Skilled Manual Workers	102	22	16.20
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	20	5	18.60
<b>Total</b>		<b>499</b>	<b>107</b>	<b>32.5</b>

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	6	1	27.60	
	34	4	39.40	
	7	0	18.20	
	1	1	38.60	
	12	3	55.50	
	5	0	3.20	
	8	5	82.40	
	63	6	24.00	
	71	0	1.20	
	74	43	70.70	
	84	18	70.30	
	79	15	15.80	
	0	0	0.00	
	16	4	19.60	
	<b>460</b>	<b>100</b>	<b>0.0</b>	

<b>* Source:</b>
2011 National Household Survey

<b>* Source:</b>
2016 Census

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Fort Garry Industries Ltd.**

**2019-07-01**

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	16

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	01

#### Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Aboriginal Peoples	
				Representation	Availability*
		#		#	%
01	Senior Managers	8		0	2.90
02	Middle & Other Managers	29		1	2.20
03	Professionals	9		0	1.00
04	Semi-Professionals & Technicians	1		0	11.50
05	Supervisors	9		1	10.00
06	Supervisors: Crafts & Trades	5		0	3.00
07	Administrative & Senior Clerical Personnel	8		0	7.70
08	Skilled Sales & Service Personnel	66		2	3.90
09	Skilled Crafts & Trades Workers	101		5	5.90
10	Clerical Personnel	70		2	8.10
11	Intermediate Sales & Service Personnel	71		3	6.60
12	Semi-Skilled Manual Workers	102		4	6.40
13	Other Sales & Service Personnel	0		0	0.00
14	Other Manual Workers	20		1	23.90
<b>Total</b>		<b>499</b>		<b>19</b>	<b>6.6</b>

**\* Source:**

2011 National Household Survey

#### Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Aboriginal Peoples	
				Representation	Availability*
		#		#	%
		6		0	3.20
		34		1	2.70
		7		0	1.10
		1		0	5.90
		12		0	7.20
		5		0	6.10
		8		0	7.60
		63		2	3.40
		71		3	6.80
		74		2	9.20
		84		4	8.10
		79		1	6.30
		0		0	0.00
		16		1	25.50
		<b>460</b>		<b>14</b>	<b>3.1</b>

**\* Source:**

2016 Census

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Fort Garry Industries Ltd.</b>
<b>2019-07-01</b>

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	16

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	01

<b>Employment Equity Occupational Group (EOG)</b>		<b>Table 3: Members of Visible Minorities</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Members of Visible Minorities</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	8	0	10.10
02	Middle & Other Managers	29	0	15.00
03	Professionals	9	1	31.40
04	Semi-Professionals & Technicians	1	0	8.30
05	Supervisors	9	1	18.50
06	Supervisors: Crafts & Trades	5	0	6.30
07	Administrative & Senior Clerical Personnel	8	0	10.20
08	Skilled Sales & Service Personnel	66	1	10.70
09	Skilled Crafts & Trades Workers	101	6	5.70
10	Clerical Personnel	70	4	14.50
11	Intermediate Sales & Service Personnel	71	4	19.00
12	Semi-Skilled Manual Workers	102	12	23.10
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	20	8	5.40
<b>Total</b>		<b>499</b>	<b>37</b>	<b>14.4</b>

<b>* Source:</b>
2011 National Household Survey

<b>Employment Equity Occupational Group (EOG)</b>		<b>Table 7: Members of Visible Minorities</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Members of Visible Minorities</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
	6	0	11.50	
	34	1	17.60	
	7	1	34.90	
	1	0	10.70	
	12	1	27.80	
	5	0	5.40	
	8	1	15.60	
	63	0	13.00	
	71	3	6.80	
	74	6	19.00	
	84	3	24.30	
	79	12	32.80	
	0	0	0.00	
	16	5	11.90	
	<b>460</b>	<b>33</b>	<b>0.0</b>	

<b>* Source:</b>
2016 Census

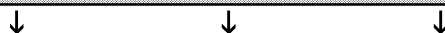
## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Fort Garry Industries Ltd.**

**2019-07-01**

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	16

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	01

**Table 4: Persons with Disabilities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	37	0	4.30
03	Professionals	9	0	3.80
04	Semi-Professionals & Technicians	1	0	4.60
05	Supervisors	9	0	13.90
06	Supervisors: Crafts & Trades	5	1	7.80
07	Administrative & Senior Clerical Personnel	8	0	3.40
08	Skilled Sales & Service Personnel	66	1	3.50
09	Skilled Crafts & Trades Workers	101	2	3.80
10	Clerical Personnel	70	2	7.00
11	Intermediate Sales & Service Personnel	71	3	5.60
12	Semi-Skilled Manual Workers	102	3	4.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	20	2	5.30
<b>Total</b>		<b>499</b>	<b>14</b>	<b>5.0</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

#### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		40	0	5.00
		7	0	8.90
		1	0	7.60
		12	0	27.50
		5	0	10.10
		8	1	10.00
		63	0	8.00
		71	2	7.80
		74	3	9.30
		84	6	10.80
		79	4	10.30
		0	0	0.00
		16	1	6.80
		<b>460</b>	<b>17</b>	<b>0.0</b>

**\* Source:**

2017 Canadian Survey on Disability

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Fort Garry Industries Ltd.</b>
<b>43647</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	06	16

End Date of Flow Data		
YYYY	MM	DD
2019	07	01

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	7	1	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	2	2	0	0
05 Supervisors	2	1	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	7	4	0	0
08 Skilled Sales & Service Personnel	6	1	0	0
09 Skilled Crafts & Trades Workers	56	0	0	0
10 Clerical Personnel	58	26	0	0
11 Intermediate Sales & Service Personnel	32	11	0	0
12 Semi-Skilled Manual Workers	124	35	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	7	1	0	0
<b>Total</b>	<b>304</b>	<b>82</b>	<b>0</b>	<b>0</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	0	0	0	0
	4	2	0	0
	0	0	0	0
	0	0	0	0
	6	1	0	0
	1	0	0	0
	0	0	0	0
	3	1	0	0
	0	0	0	0
	3	3	0	0
	11	3	0	0
	2	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>30</b>	<b>10</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	1	0	0	0
	8	1	0	0
	2	1	0	0
	1	1	0	0
	3	2	0	0
	6	0	0	0
	6	4	0	0
	7	0	0	0
	81	2	0	0
	51	29	0	0
	32	11	0	0
	133	36	0	0
	0	0	0	0
	9	2	0	0
<b>Total</b>	<b>340</b>	<b>89</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Fort Garry Industries Ltd.**

**43647**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	16

End Date of Flow Data		
YYYY	MM	DD
2019	07	01

Data from Form 4 - Employees Hired			
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Data from Form 5 - Employees Promoted			
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Data from Form 6 - Employees Terminated			
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Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples			
		Full-time / National		Part-time / National	
		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#

Table 2: Aboriginal Peoples			
Full-time / National		Part-time / National	
All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
#	#	#	#

Table 6: Aboriginal Peoples			
Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#

Table 10: Aboriginal Peoples			
Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#

01	Senior Managers	0	0	0	0
02	Middle & Other Managers	7	0	0	0
03	Professionals	1	0	0	0
04	Semi-Professionals & Technicians	2	0	0	0
05	Supervisors	2	0	0	0
06	Supervisors: Crafts & Trades	2	1	0	0
07	Administrative & Senior Clerical Personnel	7	0	0	0
08	Skilled Sales & Service Personnel	6	0	0	0
09	Skilled Crafts & Trades Workers	56	1	0	0
10	Clerical Personnel	58	3	0	0
11	Intermediate Sales & Service Personnel	32	1	0	0
12	Semi-Skilled Manual Workers	124	4	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	7	0	0	0
<b>Total</b>		<b>304</b>	<b>10</b>	<b>0</b>	<b>0</b>

0	0	0	0
4	0	0	0
0	0	0	0
0	0	0	0
6	0	0	0
1	0	0	0
0	0	0	0
3	1	0	0
0	0	0	0
3	0	0	0
11	0	0	0
2	1	0	0
0	0	0	0
0	0	0	0
<b>30</b>	<b>2</b>	<b>0</b>	<b>0</b>

1	0	0	0
8	0	0	0
2	0	0	0
1	0	0	0
3	1	0	0
6	1	0	0
6	0	0	0
7	1	0	0
81	2	0	0
51	2	0	0
32	1	0	0
133	7	0	0
0	0	0	0
9	0	0	0
<b>340</b>	<b>15</b>	<b>0</b>	<b>0</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Fort Garry Industries Ltd.</b>
<b>43647</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	06	16

End Date of Flow Data		
YYYY	MM	DD
2019	07	01

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Table 3: Persons with Disabilities			
Full-time / National		Part-time / National	
All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
#	#	#	#

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Table 7: Persons with Disabilities			
Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities			
Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	1	0	0	0
02 Middle & Other Managers	7	0	0	0	4	0	0	0	8	0	0	0
03 Professionals	1	0	0	0	0	0	0	0	2	0	0	0
04 Semi-Professionals & Technicians	2	0	0	0	0	0	0	0	1	0	0	0
05 Supervisors	2	0	0	0	6	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	1	0	0	0	6	1	0	0
07 Administrative & Senior Clerical Personnel	7	1	0	0	0	0	0	0	6	0	0	0
08 Skilled Sales & Service Personnel	6	0	0	0	3	0	0	0	7	0	0	0
09 Skilled Crafts & Trades Workers	56	1	0	0	0	0	0	0	81	1	0	0
10 Clerical Personnel	58	1	0	0	3	0	0	0	51	0	0	0
11 Intermediate Sales & Service Personnel	32	3	0	0	11	0	0	0	32	0	0	0
12 Semi-Skilled Manual Workers	124	5	0	0	2	0	0	0	133	4	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	7	0	0	0	0	0	0	0	9	1	0	0
<b>Total</b>	<b>304</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>7</b>	<b>0</b>	<b>0</b>



<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Fort Garry Industries Ltd.</b>
<b>43647</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	06	16

End Date of Flow Data		
YYYY	MM	DD
2019	07	01

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	1	0	0	0
02 Middle & Other Managers	7	1	0	0	4	0	0	0	8	0	0	0
03 Professionals	1	0	0	0	0	0	0	0	2	0	0	0
04 Semi-Professionals & Technicians	2	0	0	0	0	0	0	0	1	0	0	0
05 Supervisors	2	0	0	0	6	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	1	0	0	0	6	0	0	0
07 Administrative & Senior Clerical Personnel	7	2	0	0	0	0	0	0	6	1	0	0
08 Skilled Sales & Service Personnel	6	0	0	0	3	0	0	0	7	0	0	0
09 Skilled Crafts & Trades Workers	56	4	0	0	0	0	0	0	81	6	0	0
10 Clerical Personnel	58	4	0	0	3	0	0	0	51	2	0	0
11 Intermediate Sales & Service Personnel	32	1	0	0	11	0	0	0	32	2	0	0
12 Semi-Skilled Manual Workers	124	8	0	0	2	0	0	0	133	8	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	7	0	0	0	0	0	0	0	9	0	0	0
<b>Total</b>	<b>304</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>19</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Fort Garry Industries Ltd.**

**43647**

**003426**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		All Employees										First/Previous Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To									
		2016-06-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-16	Annually	Over 3 Years	2016	2019									
		#	%	%	#	%	%	#	#	#	%	#	#	%								
01	Senior Managers	8	-9.1%		0	14.3%		0	0	1	0.0%	0	1	0		27.4%	-1	-1	12.5%	12.5%		
02	Middle & Other Managers	29	5.4%		0	25.4%		0	0	2	0.0%	0	9	0		38.9%	-9	-9	6.9%	6.9%		
03	Professionals	9	-8.0%		0	25.0%		0	0	1	0.0%	0	1	0		20.2%	-1	-1	11.1%	11.1%		
04	Semi-Professionals & Tech	1	0.0%		0	100.0%		0	0	1	0.0%	0	-1	0		35.5%	1	1	100.0%	100.0%		
05	Supervisors	9	10.1%		0	28.6%		0	0	4	0.0%	0	1	0		53.9%	-1	-1	44.4%	44.4%		
06	Supervisors: Crafts & Trades	5	0.0%		0	120.0%		0	0	0	0.0%	0	0	0		4.7%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	8	0.0%		0	75.0%		0	0	5	0.0%	0	2	0		82.2%	-2	-2	62.5%	62.5%		
08	Skilled Sales & Service	66	-1.5%		0	10.9%		0	0	4	0.0%	0	12	0		24.7%	-12	-12	6.1%	6.1%		
09	Skilled Crafts & Trades	101	-11.1%		0	94.2%		0	0	2	0.0%	0	-1	0		0.9%	1	1	2.0%	2.0%		
10	Clerical Personnel	70	1.9%		0	70.8%		0	0	47	0.0%	0	2	0		69.9%	-2	-2	67.1%	67.1%		
11	Intermediate Sales & Service	71	5.8%		0	41.3%		0	0	13	0.0%	0	35	0		68.2%	-35	-35	18.3%	18.3%		
12	Semi-Skilled Manual	102	-8.2%		0	147.0%		0	0	22	0.0%	0	-5	0		16.2%	5	5	21.6%	21.6%		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	20	-7.2%		0	50.0%		0	0	5	0.0%	0	-1	0		18.6%	1	1	25.0%	25.0%		
Total		499	-2.7%		0	70.9%		0	0	107	0.0%	0	55	0		32.5%	-55	-55	21.4%	21.4%		

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	1	0.0	2	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	1	0.0	2	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	3	0.0	5	0.0	
08	Skilled Sales & Service	8	0.0	12	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	17	0.0	20	0.0	
11	Intermediate Sales & Service	11	0.0	16	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		41		57		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Fort Garry Industries Ltd.**

**43647**

**003427**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected	YYYY-MM-DD		Annually	Over 3 Years	From - To									
		2016-06-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-06-16	Annually	Over 3 Years	2016		2019						
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	8	-9.1%		0	14.3%		0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%		
02	Middle & Other Managers	29	5.4%		0	25.4%		0	0	1	0.0%	0	0	0	2.2%	0	0	3.4%	3.4%		
03	Professionals	9	-8.0%		0	25.0%		0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
04	Semi-Professionals & Tech	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	11.5%	0	0	0.0%	0.0%		
05	Supervisors	9	10.1%		0	28.6%		0	0	1	0.0%	0	0	0	10.0%	0	0	11.1%	11.1%		
06	Supervisors: Crafts & Trades	5	0.0%		0	120.0%		0	0	0	0.0%	0	0	0	3.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	8	0.0%		0	75.0%		0	0	0	0.0%	0	1	0	7.7%	-1	-1	0.0%	0.0%		
08	Skilled Sales & Service	66	-1.5%		0	10.9%		0	0	2	0.0%	0	1	0	3.9%	-1	-1	3.0%	3.0%		
09	Skilled Crafts & Trades	101	-11.1%		0	94.2%		0	0	5	0.0%	0	1	0	5.9%	-1	-1	5.0%	5.0%		
10	Clerical Personnel	70	1.9%		0	70.8%		0	0	2	0.0%	0	4	0	8.1%	-4	-4	2.9%	2.9%		
11	Intermediate Sales & Service	71	5.8%		0	41.3%		0	0	3	0.0%	0	2	0	6.6%	-2	-2	4.2%	4.2%		
12	Semi-Skilled Manual	102	-8.2%		0	147.0%		0	0	4	0.0%	0	3	0	6.4%	-3	-3	3.9%	3.9%		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	20	-7.2%		0	50.0%		0	0	1	0.0%	0	4	0	23.9%	-4	-4	5.0%	5.0%		
Total		499	-2.7%		0	70.9%		0	0	19	0.0%	0	14	0	6.6%	-14	-14	3.8%	3.8%		

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.0	2	0.0	
08	Skilled Sales & Service	2	0.0	2	0.0	
09	Skilled Crafts & Trades	3	0.0	4	0.0	
10	Clerical Personnel	3	0.0	5	0.0	
11	Intermediate Sales & Service	2	0.0	3	0.0	
12	Semi-Skilled Manual	4	0.0	5	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	2	0.0	4	0.0	
Total		17		25		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Fort Garry Industries Ltd.**

**43647**

**003428**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees																	First/Previous Short-term Goals					Persons with Disabilities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY							
	2016-06-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-16	Annually	Over 3 Years	2016	2019	%	%	%	#	#	%	%								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%								
01/02 Managers	37	-1.8%		0	19.8%		0	0	0	0.0%	0	2	0	4.3%	-2	-2	0.0%	0.0%									
03 Professionals	9	-8.0%		0	25.0%		0	0	0	0.0%	0	0	0	3.8%	0	0	0.0%	0.0%									
04 Semi-Professionals & Tech	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%									
05 Supervisors	9	10.1%		0	28.6%		0	0	0	0.0%	0	1	0	13.9%	-1	-1	0.0%	0.0%									
06 Supervisors: Crafts & Trades	5	0.0%		0	120.0%		0	0	1	0.0%	0	-1	0	7.8%	1	1	20.0%	20.0%									
07 Administrative & Sr Clerical	8	0.0%		0	75.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%									
08 Skilled Sales & Service	66	-1.5%		0	10.9%		0	0	1	0.0%	0	1	0	3.5%	-1	-1	1.5%	1.5%									
09 Skilled Crafts & Trades	101	-11.1%		0	94.2%		0	0	2	0.0%	0	2	0	3.8%	-2	-2	2.0%	2.0%									
10 Clerical Personnel	70	1.9%		0	70.8%		0	0	2	0.0%	0	3	0	7.0%	-3	-3	2.9%	2.9%									
11 Intermediate Sales & Service	71	5.8%		0	41.3%		0	0	3	0.0%	0	1	0	5.6%	-1	-1	4.2%	4.2%									
12 Semi-Skilled Manual	102	-8.2%		0	147.0%		0	0	3	0.0%	0	2	0	4.8%	-2	-2	2.9%	2.9%									
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
14 Other Manual Workers	20	-7.2%		0	50.0%		0	0	2	0.0%	0	-1	0	5.3%	1	1	10.0%	10.0%									
<b>Total</b>	<b>499</b>	<b>-2.7%</b>		<b>0</b>	<b>70.9%</b>		<b>0</b>	<b>0</b>	<b>14</b>	<b>0.0%</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>5.0%</b>	<b>-11</b>	<b>-11</b>	<b>2.8%</b>	<b>2.8%</b>									

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

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

**Table 6: Persons with Disabilities**

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

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										First/Previous Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To									
		2016-06-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-16	Annually	Over 3 Years	2016	2019									
		#	%	%	#	%	%	#	#	#	%	#	#	%								
01	Senior Managers	8	-9.1%		0	14.3%		0	0	0	0.0%	0	1	0	10.1%	-1	-1	0.0%	0.0%			
02	Middle & Other Managers	29	5.4%		0	25.4%		0	0	0	0.0%	0	4	0	15.0%	-4	-4	0.0%	0.0%			
03	Professionals	9	-8.0%		0	25.0%		0	0	1	0.0%	0	2	0	31.4%	-2	-2	11.1%	11.1%			
04	Semi-Professionals & Tech	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	8.3%	0	0	0.0%	0.0%			
05	Supervisors	9	10.1%		0	28.6%		0	0	1	0.0%	0	1	0	18.5%	-1	-1	11.1%	11.1%			
06	Supervisors: Crafts & Trades	5	0.0%		0	120.0%		0	0	0	0.0%	0	0	0	6.3%	0	0	0.0%	0.0%			
07	Administrative & Sr Clerical	8	0.0%		0	75.0%		0	0	0	0.0%	0	1	0	10.2%	-1	-1	0.0%	0.0%			
08	Skilled Sales & Service	66	-1.5%		0	10.9%		0	0	1	0.0%	0	6	0	10.7%	-6	-6	1.5%	1.5%			
09	Skilled Crafts & Trades	101	-11.1%		0	94.2%		0	0	6	0.0%	0	0	0	5.7%	0	0	5.9%	5.9%			
10	Clerical Personnel	70	1.9%		0	70.8%		0	0	4	0.0%	0	6	0	14.5%	-6	-6	5.7%	5.7%			
11	Intermediate Sales & Service	71	5.8%		0	41.3%		0	0	4	0.0%	0	9	0	19.0%	-9	-9	5.6%	5.6%			
12	Semi-Skilled Manual	102	-8.2%		0	147.0%		0	0	12	0.0%	0	12	0	23.1%	-12	-12	11.8%	11.8%			
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	20	-7.2%		0	50.0%		0	0	8	0.0%	0	-7	0	5.4%	7	7	40.0%	40.0%			
Total		499	-2.7%		0	70.9%		0	0	37	0.0%	0	35	0	14.4%	-35	-35	7.4%	7.4%			

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	1	0.0	1	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	1	0.0	1	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.0	1	0.0	
08	Skilled Sales & Service	3	0.0	6	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	4	0.0	6	0.0	
11	Intermediate Sales & Service	5	0.0	7	0.0	
12	Semi-Skilled Manual	14	0.0	17	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		29		39		

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current Short-term Goals											
		Number			Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number			Turnover (Replacement of Terminated Employees)	Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	YYYY-MM-DD	Actual		Projected	From - To										
		2019-07-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-01	Annually		Over 3 Years	YYYY - YYYY										
		#	%	%	#	%	%	#	#	#	%	#	2019	2022	%	#	#	%	%				
01	Senior Managers	6	-9.1%	0.0%	0	14.3%	5.0%	1	1	1	5.0%	0	1	0	27.6%	27.6%	-1	-1	16.7%	16.7%			
02	Middle & Other Managers	34	5.4%	3.0%	3	25.4%	25.0%	26	29	4	25.0%	3	14	11	39.4%	39.4%	-9	-3	11.8%	32.4%			
03	Professionals	7	-8.0%	0.0%	0	25.0%	25.0%	5	5	0	25.0%	0	1	1	18.2%	18.2%	-1	0	0.0%	14.3%			
04	Semi-Professionals & Tech	1	0.0%	20.0%	1	100.0%	65.0%	2	3	1	65.0%	2	2	0	0.0%	38.6%	1	-2	100.0%	-50.0%			
05	Supervisors	12	10.1%	10.0%	4	28.6%	28.0%	10	14	3	28.0%	3	9	7	50.0%	55.5%	-4	-2	25.0%	43.8%			
06	Supervisors: Crafts & Trades	5	0.0%	0.0%	0	120.0%	120.0%	18	18	0	120.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%			
07	Administrative & Sr Clerical	8	0.0%	0.0%	0	75.0%	75.0%	18	18	5	75.0%	11	13	9	50.0%	82.4%	-2	-4	62.5%	37.5%			
08	Skilled Sales & Service	63	-1.5%	1.0%	2	10.9%	10.0%	19	21	6	10.0%	2	12	5	24.0%	24.0%	-9	-7	9.5%	13.8%			
09	Skilled Crafts & Trades	71	-11.1%	0.0%	0	94.2%	90.0%	192	192	0	90.0%	0	1	2	1.2%	1.2%	-1	1	0.0%	2.8%			
10	Clerical Personnel	74	1.9%	0.0%	0	70.8%	70.0%	155	155	43	70.0%	90	99	78	50.0%	70.7%	-9	-21	58.1%	41.9%			
11	Intermediate Sales & Service	84	5.8%	3.0%	8	41.3%	40.0%	101	109	18	40.0%	22	69	55	50.0%	70.3%	-41	-14	21.4%	55.4%			
12	Semi-Skilled Manual	79	-8.2%	2.0%	5	147.0%	140.0%	332	337	15	140.0%	63	61	0	0.0%	15.8%	3	-61	19.0%	-57.1%			
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	16	-7.2%	3.0%	1	50.0%	50.0%	24	25	4	50.0%	6	5	0	0.0%	19.6%	1	-5	25.0%	-11.8%			
Total		460	-2.7%		0	70.9%		0	0	100	0.0%	0	-100	0	0.0%	100	100	21.7%	21.7%				

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)		Women		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	27.6	27.6%	
02	Middle & Other Managers	39.4	39.4%	
03	Professionals	18.2	18.2%	
04	Semi-Professionals & Tech	0.0	0.0%	
05	Supervisors	50.0	50.0%	
06	Supervisors: Crafts & Trades	0.0	0.0%	
07	Administrative & Sr Clerical	50.0	50.0%	
08	Skilled Sales & Service	24.0	24.0%	
09	Skilled Crafts & Trades	1.2	1.2%	
10	Clerical Personnel	50.0	50.0%	
11	Intermediate Sales & Service	50.0	50.0%	
12	Semi-Skilled Manual	0.0	0.0%	
13	Other Sales & Service	0.0	0.0%	
14	Other Manual Workers	0.0	0.0%	
Total		0.0		

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Aboriginal Peoples			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Number	Actual		Projected		Actual	Projected		Number	Turnover (Replacement of Terminated Employees)		From - To								
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected		Over 3 Years	Over 3 Years	Over 3 Years	Hires Required Over 3 Years	2019						2022	
		2019-07-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	#	%	#	#	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%			
01	Senior Managers	6	-9.1%	0.0%	0	14.3%	5.0%	1	1	0	5.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	34	5.4%	3.0%	3	25.4%	25.0%	26	29	1	25.0%	1	1	0	0.0%	2.7%	0	-1	2.9%	0.0%	
03	Professionals	7	-8.0%	0.0%	0	25.0%	25.0%	5	5	0	25.0%	0	0	0	0.0%	1.1%	0	0	0.0%	0.0%	
04	Semi-Professionals & Tech	1	0.0%	20.0%	1	100.0%	65.0%	2	3	0	65.0%	0	0	0	0.0%	5.9%	0	0	0.0%	0.0%	
05	Supervisors	12	10.1%	10.0%	4	28.6%	28.0%	10	14	0	28.0%	0	1	1	7.2%	7.2%	-1	0	0.0%	6.3%	
06	Supervisors: Crafts & Trades	5	0.0%	0.0%	0	120.0%	120.0%	18	18	0	120.0%	0	0	0	0.0%	6.1%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	8	0.0%	0.0%	0	75.0%	75.0%	18	18	0	75.0%	0	1	1	7.6%	7.6%	-1	0	0.0%	12.5%	
08	Skilled Sales & Service	63	-1.5%	1.0%	2	10.9%	10.0%	19	21	2	10.0%	1	1	0	0.0%	3.4%	0	-1	3.2%	1.5%	
09	Skilled Crafts & Trades	71	-11.1%	0.0%	0	94.2%	90.0%	192	192	3	90.0%	8	10	13	6.8%	6.8%	-2	3	4.2%	11.3%	
10	Clerical Personnel	74	1.9%	0.0%	0	70.8%	70.0%	155	155	2	70.0%	4	9	14	9.2%	9.2%	-5	5	2.7%	16.2%	
11	Intermediate Sales & Service	84	5.8%	3.0%	8	41.3%	40.0%	101	109	4	40.0%	5	8	9	8.1%	8.1%	-3	1	4.8%	8.7%	
12	Semi-Skilled Manual	79	-8.2%	2.0%	5	147.0%	140.0%	332	337	1	140.0%	4	8	21	6.3%	6.3%	-4	13	1.3%	21.4%	
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	16	-7.2%	3.0%	1	50.0%	50.0%	24	25	1	50.0%	2	5	6	25.5%	25.5%	-3	1	6.3%	29.4%	
Total		460	-2.7%		0	70.9%		0	0	14	0.0%	0	0	0	3.1%		0	0	3.0%	3.0%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0	0.0%	
02	Middle & Other Managers	0.0	0.0%	
03	Professionals	0.0	0.0%	
04	Semi-Professionals & Tech	0.0	0.0%	
05	Supervisors	7.2	7.2%	
06	Supervisors: Crafts & Trades	0.0	0.0%	
07	Administrative & Sr Clerical	7.6	7.6%	
08	Skilled Sales & Service	0.0	0.0%	
09	Skilled Crafts & Trades	6.8	6.8%	
10	Clerical Personnel	9.2	9.2%	
11	Intermediate Sales & Service	8.1	8.1%	
12	Semi-Skilled Manual	6.3	6.3%	
13	Other Sales & Service	0.0	0.0%	
14	Other Manual Workers	25.5	25.5%	
Total		0.0		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Fort Garry Industries Ltd.**

**43647**

**003432**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						Present Availability
	2019-07-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-01	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	40	-1.8%	3.0%	4	19.8%	20.0%	24	28	0	20.0%	0	2	1	5.0%	5.0%	-2	-1	0.0%	2.3%	
03 Professionals	7	-8.0%	0.0%	0	25.0%	25.0%	5	5	0	25.0%	0	1	0	8.9%	8.9%	-1	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	1	0.0%	20.0%	1	100.0%	65.0%	2	3	0	65.0%	0	0	0	0.0%	7.6%	0	0	0.0%	0.0%	
05 Supervisors	12	10.1%	10.0%	4	28.6%	28.0%	10	14	0	28.0%	0	4	4	27.5%	27.5%	-3	0	0.0%	25.0%	
06 Supervisors: Crafts & Trades	5	0.0%	0.0%	0	120.0%	120.0%	18	18	0	120.0%	0	1	2	10.1%	10.1%	-1	1	0.0%	40.0%	
07 Administrative & Sr Clerical	8	0.0%	0.0%	0	75.0%	75.0%	18	18	1	75.0%	2	2	0	0.0%	10.0%	0	-2	12.5%	-12.5%	
08 Skilled Sales & Service	63	-1.5%	1.0%	2	10.9%	10.0%	19	21	0	10.0%	0	5	2	8.0%	8.0%	-5	-3	0.0%	3.1%	
09 Skilled Crafts & Trades	71	-11.1%	0.0%	0	94.2%	90.0%	192	192	2	90.0%	5	9	15	7.8%	7.8%	-4	6	2.8%	16.9%	
10 Clerical Personnel	74	1.9%	0.0%	0	70.8%	70.0%	155	155	3	70.0%	6	10	14	9.3%	9.3%	-4	4	4.1%	14.9%	
11 Intermediate Sales & Service	84	5.8%	3.0%	8	41.3%	40.0%	101	109	6	40.0%	7	11	12	10.8%	10.8%	-3	1	7.1%	12.0%	
12 Semi-Skilled Manual	79	-8.2%	2.0%	5	147.0%	140.0%	332	337	4	140.0%	17	22	35	10.3%	10.3%	-4	13	5.1%	26.2%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	16	-7.2%	3.0%	1	50.0%	50.0%	24	25	1	50.0%	2	2	0	0.0%	6.8%	0	-2	6.3%	-5.9%	
<b>Total</b>	<b>460</b>	<b>-2.7%</b>		<b>0</b>	<b>70.9%</b>		<b>0</b>	<b>0</b>	<b>17</b>	<b>0.0%</b>	<b>0</b>	<b>-17</b>	<b>0</b>		<b>0.0%</b>	<b>17</b>	<b>17</b>	<b>3.7%</b>	<b>3.7%</b>	

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	5.0	5.0%	
03 Professionals	8.9	8.9%	
04 Semi-Professionals & Tech	0.0	0.0%	
05 Supervisors	27.5	27.5%	
06 Supervisors: Crafts & Trades	10.1	10.1%	
07 Administrative & Sr Clerical	0.0	0.0%	
08 Skilled Sales & Service	8.0	8.0%	
09 Skilled Crafts & Trades	7.8	7.8%	
10 Clerical Personnel	9.3	9.3%	
11 Intermediate Sales & Service	10.8	10.8%	
12 Semi-Skilled Manual	10.3	10.3%	
13 Other Sales & Service	0.0	0.0%	
14 Other Manual Workers	0.0	0.0%	
<b>Total</b>	<b>0.0</b>		

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To	YYYY - YYYY								
		2019-07-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-01	Annually	Over 3 Years	2019	2022									
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	6	-9.1%	0.0%	0	14.3%	5.0%	1	1	0	5.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%		
02	Middle & Other Managers	34	5.4%	3.0%	3	25.4%	25.0%	26	29	1	25.0%	1	7	5	17.6%	17.6%	-5	-2	2.9%	13.5%		
03	Professionals	7	-8.0%	0.0%	0	25.0%	25.0%	5	5	1	25.0%	1	2	2	34.9%	34.9%	-1	0	14.3%	28.6%		
04	Semi-Professionals & Tech	1	0.0%	20.0%	1	100.0%	65.0%	2	3	0	65.0%	0	0	0	0.0%	10.7%	0	0	0.0%	0.0%		
05	Supervisors	12	10.1%	10.0%	4	28.6%	28.0%	10	14	1	28.0%	1	4	4	27.8%	27.8%	-2	0	8.3%	25.0%		
06	Supervisors: Crafts & Trades	5	0.0%	0.0%	0	120.0%	120.0%	18	18	0	120.0%	0	0	0	0.0%	5.4%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	8	0.0%	0.0%	0	75.0%	75.0%	18	18	1	75.0%	2	2	0	0.0%	15.6%	0	-2	12.5%	-12.5%		
08	Skilled Sales & Service	63	-1.5%	1.0%	2	10.9%	10.0%	19	21	0	10.0%	0	8	3	13.0%	13.0%	-8	-5	0.0%	4.6%		
09	Skilled Crafts & Trades	71	-11.1%	0.0%	0	94.2%	90.0%	192	192	3	90.0%	8	10	13	6.8%	6.8%	-2	3	4.2%	11.3%		
10	Clerical Personnel	74	1.9%	0.0%	0	70.8%	70.0%	155	155	6	70.0%	13	21	29	19.0%	19.0%	-8	8	8.1%	29.7%		
11	Intermediate Sales & Service	84	5.8%	3.0%	8	41.3%	40.0%	101	109	3	40.0%	4	23	26	24.3%	24.3%	-17	3	3.6%	27.2%		
12	Semi-Skilled Manual	79	-8.2%	2.0%	5	147.0%	140.0%	332	337	12	140.0%	50	66	111	32.8%	32.8%	-14	45	15.2%	86.9%		
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	16	-7.2%	3.0%	1	50.0%	50.0%	24	25	5	50.0%	8	5	0	0.0%	11.9%	3	-5	31.3%	-17.6%		
Total		460	-2.7%		0	70.9%		0	0	33	0.0%	0	-33	0	0.0%		33	33	7.2%	7.2%		

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	11.5	11.5%	
02	Middle & Other Managers	17.6	17.6%	
03	Professionals	34.9	34.9%	
04	Semi-Professionals & Tech	0.0	0.0%	
05	Supervisors	27.8	27.8%	
06	Supervisors: Crafts & Trades	0.0	0.0%	
07	Administrative & Sr Clerical	0.0	0.0%	
08	Skilled Sales & Service	13.0	13.0%	
09	Skilled Crafts & Trades	6.8	6.8%	
10	Clerical Personnel	19.0	19.0%	
11	Intermediate Sales & Service	24.3	24.3%	
12	Semi-Skilled Manual	32.8	32.8%	
13	Other Sales & Service	0.0	0.0%	
14	Other Manual Workers	0.0	0.0%	
Total		0.0		



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Fort Garry Industries Ltd.**

**43647**

003434

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	8	1	12.5	27.4	2	-1	45.6																
	2019	6	1	16.7	27.6	2	-1	60.4	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2016	29	2	6.9	38.9	11	-9	17.7																
	2019	34	4	11.8	39.4	13	-9	29.9	7	1	14.3	3	-2	4	2	50.0	0	2	8	1	12.5	1	0	
03 Professionals	2016	9	1	11.1	20.2	2	-1	55.0																
	2019	7	0	0.0	18.2	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	1	50.0	0	1	
04 Semi-Professionals & Technicians	2016	1	1	100.0	35.5	0	1	281.7																
	2019	1	1	100.0	38.6	0	1	259.1	2	2	100.0	1	1	0	0	0.0	0	0	1	1	100.0	1	0	
05 Supervisors	2016	9	4	44.4	53.9	5	-1	82.5																
	2019	12	3	25.0	55.5	7	-4	45.0	2	1	50.0	1	0	6	1	16.7	3	-2	3	2	66.7	1	1	
06 Supervisors: Crafts & Trades	2016	5	0	0.0	4.7	0	0	0.0																
	2019	5	0	0.0	3.2	0	0	0.0	2	0	0.0	0	0	1	0	0.0	0	0	6	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%			
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			27.6	0.0			0.3	0.0	
02 Middle & Other Managers	2019	11	3	27.3	1	300.0	0.0	0.0	2	150.0	0.0	0.0	
	2022	11	3	27.3			39.4	69.2			0.4	6922.0	
03 Professionals	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			18.2	0.0			0.2	0.0	
04 Semi-Professionals & Technicians	2019	2	2	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	2	100.0				0.0				0.0	
05 Supervisors	2019	8	2	25.0	1	200.0	0.0	0.0	2	100.0	0.0	0.0	
	2022	8	2	25.0			50.0	50.0			0.5	5000.0	
06 Supervisors: Crafts & Trades	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	3	0	0.0				0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Fort Garry Industries Ltd.**

**43647**

003435

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	8	5	62.5	82.2	7	-2	76.0																
	2019	8	5	62.5	82.4	7	-2	75.8	7	4	57.1	6	-2	0	0	0.0	0	0	6	4	66.7	4	0	
08 Skilled Sales & Service Personnel	2016	66	4	6.1	24.7	16	-12	24.5																
	2019	63	6	9.5	24.0	15	-9	39.7	6	1	16.7	1	0	3	1	33.3	0	1	7	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	101	2	2.0	0.9	1	1	220.0																
	2019	71	0	0.0	1.2	1	-1	0.0	56	0	0.0	1	-1	0	0	0.0	0	0	81	2	2.5	2	0	
10 Clerical Personnel	2016	70	47	67.1	69.9	49	-2	96.1																
	2019	74	43	58.1	70.7	52	-9	82.2	58	26	44.8	41	-15	3	3	100.0	2	1	51	29	56.9	34	-5	
11 Intermediate Sales & Service Personnel	2016	71	13	18.3	68.2	48	-35	26.8																
	2019	84	18	21.4	70.3	59	-41	30.5	32	11	34.4	22	-11	11	3	27.3	2	1	32	11	34.4	6	5	
12 Semi-Skilled Manual Workers	2016	102	22	21.6	16.2	17	5	133.1																
	2019	79	15	19.0	15.8	12	3	120.2	124	35	28.2	20	15	2	0	0.0	0	0	133	36	27.1	29	7	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
07 Administrative & Senior Clerical	2019	7	4	57.1	3	133.3	0.0	0.0	5	80.0	0.0	0.0	
	2022	7	4	57.1			50.0	114.3			0.5	11428.6	
08 Skilled Sales & Service Personnel	2019	9	2	22.2	8	25.0	0.0	0.0	12	16.7	0.0	0.0	
	2022	9	2	22.2			24.0	92.6			0.2	9259.3	
09 Skilled Crafts & Trades Workers	2019	56	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	56	0	0.0			1.2	0.0			0.0	0.0	
10 Clerical Personnel	2019	61	29	47.5	17	170.6	0.0	0.0	20	145.0	0.0	0.0	
	2022	61	29	47.5			50.0	95.1			0.5	9508.2	
11 Intermediate Sales & Service Personnel	2019	43	14	32.6	11	127.3	0.0	0.0	16	87.5	0.0	0.0	
	2022	43	14	32.6			50.0	65.1			0.5	6511.6	
12 Semi-Skilled Manual Workers	2019	126	35	27.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	126	35	27.8			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Fort Garry Industries Ltd.

43647

003436

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	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	20	5	25.0	18.6	4	1	134.4																
	2019	16	4	25.0	19.6	3	1	127.6	7	1	14.3	1	0	0	0.0	0	0	0	9	2	22.2	2	0	
Total	2016	499	107	21.4	32.5	162	-55	66.0																
	2019	460	100	21.7	0.0	0	100	0.0	304	82	27.0	0	82	30	10	33.3	6	4	340	89	26.2	73	16	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	7	1	14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	1	14.3			0.0	0.0			0.0	0.0		
Total	2019	334	92	27.5	41	224.4	0.0	0.0	57	161.4	0.0	0.0		
	2022	334	92	27.5			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	8	0	0.0	2.9	0	0	0.0																
	2019	6	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2016	29	1	3.4	2.2	1	0	156.7																
	2019	34	1	2.9	2.7	1	0	108.9	7	0	0.0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0
03 Professionals	2016	9	0	0.0	1.0	0	0	0.0																
	2019	7	0	0.0	1.1	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	11.5	0	0	0.0																
	2019	1	0	0.0	5.9	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
05 Supervisors	2016	9	1	11.1	10.0	1	0	111.1																
	2019	12	0	0.0	7.2	1	-1	0.0	2	0	0.0	0	0	0	6	0	0.0	1	-1	3	1	33.3	0	1
06 Supervisors: Crafts & Trades	2016	5	0	0.0	3.0	0	0	0.0																
	2019	5	0	0.0	6.1	0	0	0.0	2	1	50.0	0	1	1	0	0.0	0	0	0	6	1	16.7	0	1

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	11	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	8	0	0.0			7.2	0.0			0.1	0.0		
06 Supervisors: Crafts & Trades	2019	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	1	33.3			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Fort Garry Industries Ltd.**

**43647**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	8	0	0.0	7.7	1	-1	0.0																	
	2019	8	0	0.0	7.6	1	-1	0.0	7	0	0.0	1	-1	0	0	0.0	0	0	0	6	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	66	2	3.0	3.9	3	-1	77.7																	
	2019	63	2	3.2	3.4	2	0	93.4	6	0	0.0	0	0	3	1	33.3	0	1	7	1	14.3	0	1		
09 Skilled Crafts & Trades Workers	2016	101	5	5.0	5.9	6	-1	83.9																	
	2019	71	3	4.2	6.8	5	-2	62.1	56	1	1.8	4	-3	0	0	0.0	0	0	81	2	2.5	4	-2		
10 Clerical Personnel	2016	70	2	2.9	8.1	6	-4	35.3																	
	2019	74	2	2.7	9.2	7	-5	29.4	58	3	5.2	5	-2	3	0	0.0	0	0	51	2	3.9	1	1		
11 Intermediate Sales & Service Personnel	2016	71	3	4.2	6.6	5	-2	64.0																	
	2019	84	4	4.8	8.1	7	-3	58.8	32	1	3.1	3	-2	11	0	0.0	0	0	32	1	3.1	1	0		
12 Semi-Skilled Manual Workers	2016	102	4	3.9	6.4	7	-3	61.3																	
	2019	79	1	1.3	6.3	5	-4	20.1	124	4	3.2	8	-4	2	1	50.0	0	1	133	7	5.3	5	2		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
07 Administrative & Senior Clerical	2019	7	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0	
	2022	7	0	0.0			7.6	0.0			0.1	0.0	
08 Skilled Sales & Service Personnel	2019	9	1	11.1	2	50.0	0.0	0.0	2	50.0	0.0	0.0	
	2022	9	1	11.1			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	56	1	1.8	3	33.3	0.0	0.0	4	25.0	0.0	0.0	
	2022	56	1	1.8			6.8	26.3			0.1	2626.1	
10 Clerical Personnel	2019	61	3	4.9	3	100.0	0.0	0.0	5	60.0	0.0	0.0	
	2022	61	3	4.9			9.2	53.5			0.1	5345.7	
11 Intermediate Sales & Service Personnel	2019	43	1	2.3	2	50.0	0.0	0.0	3	33.3	0.0	0.0	
	2022	43	1	2.3			8.1	28.7			0.1	2871.1	
12 Semi-Skilled Manual Workers	2019	126	5	4.0	4	125.0	0.0	0.0	5	100.0	0.0	0.0	
	2022	126	5	4.0			6.3	63.0			0.1	6298.8	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Fort Garry Industries Ltd.**

**43647**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	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	20	1	5.0	23.9	5	-4	20.9																
	2019	16	1	6.3	25.5	4	-3	24.5	7	0	0.0	2	-2	0	0	0.0	0	0	0	9	0	0.0	0	0
Total	2016	499	19	3.8	6.6	33	-14	57.7																
	2019	460	14	3.0	3.1	14	0	98.2	304	10	3.3	9	1	30	2	6.7	1	1	340	15	4.4	13	2	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	7	0	0.0	2	0.0	0.0	0.0	4	0.0	0.0	0.0		
	2022	7	0	0.0			25.5	0.0			0.3	0.0		
Total	2019	334	12	3.6	17	70.6	0.0	0.0	25	48.0	0.0	0.0		
	2022	334	12	3.6			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2016	37	0	0.0	4.3	2	-2	0.0																
	2019	40	0	0.0	5.0	2	-2	0.0	7	0	0.0	0	0	4	0	0.0	0	0	9	0	0.0	0	0	
03 Professionals	2016	9	0	0.0	3.8	0	0	0.0																
	2019	7	0	0.0	8.9	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	1	0	0.0	4.6	0	0	0.0																
	2019	1	0	0.0	7.6	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	
05 Supervisors	2016	9	0	0.0	13.9	1	-1	0.0																
	2019	12	0	0.0	27.5	3	-3	0.0	2	0	0.0	1	-1	6	0	0.0	0	0	3	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	5	1	20.0	7.8	0	1	256.4																
	2019	5	0	0.0	10.1	1	-1	0.0	2	0	0.0	0	0	1	0	0.0	0	0	6	1	16.7	1	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2019	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	11	0	0.0			5.0	0.0			0.05	0.0		
03 Professionals	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	1	0	0.0			8.9	0.0			0.09	0.0		
04 Semi-Professionals & Technicians	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	2	0	0.0			0.0	0.0			0.00	0.0		
05 Supervisors	2019	8	0	0.0	1	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	8	0	0.0			27.5	0.0			0.28	0.0		
06 Supervisors: Crafts & Trades	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	3	0	0.0			10.1	0.0			0.10	0.0		



Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	8	0	0.0	3.4	0	0	0.0																
	2019	8	1	12.5	10.0	1	0	125.0	7	1	14.3	1	0	0	0	0.0	0	0	0	6	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	66	1	1.5	3.5	2	-1	43.3																
	2019	63	0	0.0	8.0	5	-5	0.0	6	0	0.0	0	0	3	0	0.0	0	0	7	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	101	2	2.0	3.8	4	-2	52.1																
	2019	71	2	2.8	7.8	6	-4	36.1	56	1	1.8	4	-3	0	0	0.0	0	0	81	1	1.2	2	-1	
10 Clerical Personnel	2016	70	2	2.9	7.0	5	-3	40.8																
	2019	74	3	4.1	9.3	7	-4	43.6	58	1	1.7	5	-4	3	0	0.0	0	0	51	0	0.0	1	-1	
11 Intermediate Sales & Service Personnel	2016	71	3	4.2	5.6	4	-1	75.5																
	2019	84	6	7.1	10.8	9	-3	66.1	32	3	9.4	3	0	11	0	0.0	0	0	32	0	0.0	1	-1	
12 Semi-Skilled Manual Workers	2016	102	3	2.9	4.8	5	-2	61.3																
	2019	79	4	5.1	10.3	8	-4	49.2	124	5	4.0	13	-8	2	0	0.0	0	0	133	4	3.0	4	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	7	1	14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	1	14.3			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	9	0	0.0	2	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	9	0	0.0			8.0	0.0			0.1	0.0		
09 Skilled Crafts & Trades Workers	2019	56	1	1.8	2	50.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	56	1	1.8			7.8	22.9			0.1	2289.4		
10 Clerical Personnel	2019	61	1	1.6	2	50.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	61	1	1.6			9.3	17.6			0.1	1762.7		
11 Intermediate Sales & Service Personnel	2019	43	3	7.0	1	300.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	43	3	7.0			10.8	64.6			0.1	6459.9		
12 Semi-Skilled Manual Workers	2019	126	5	4.0	3	166.7	0.0	0.0	0	0.0	0.0	0.0		
	2022	126	5	4.0			10.3	38.5			0.1	3852.7		



Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	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	20	2	10.0	5.3	1	1	188.7																
	2019	16	1	6.3	6.8	1	0	91.9	7	0	0.0	0	0	0	0.0	0	0	0	9	1	11.1	1	0	
Total	2016	499	14	2.8	5.0	25	-11	56.1																
	2019	460	17	3.7	0.0	0	17	0.0	304	11	3.6	0	11	30	0	0.0	1	-1	340	7	2.1	10	-3	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	7	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	7	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2019	334	11	3.3	11	100.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	334	11	3.3			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
01 Senior Managers	2016	8	0	0.0	10.1	1	-1	0.0																
	2019	6	0	0.0	11.5	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2016	29	0	0.0	15.0	4	-4	0.0																
	2019	34	1	2.9	17.6	6	-5	16.7	7	1	14.3	1	0	4	0	0.0	0	0	8	0	0.0	0	0	0
03 Professionals	2016	9	1	11.1	31.4	3	-2	35.4																
	2019	7	1	14.3	34.9	2	-1	40.9	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	8.3	0	0	0.0																
	2019	1	0	0.0	10.7	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	0
05 Supervisors	2016	9	1	11.1	18.5	2	-1	60.1																
	2019	12	1	8.3	27.8	3	-2	30.0	2	0	0.0	1	-1	6	0	0.0	1	-1	3	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	5	0	0.0	6.3	0	0	0.0																
	2019	5	0	0.0	5.4	0	0	0.0	2	0	0.0	0	0	1	0	0.0	0	0	6	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments	
		Flow Data			Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%				
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			11.5	0.0			0.1	0.0		
02 Middle & Other Managers	2019	11	1	9.1	1	100.0	0.0	0.0	0.0	1	100.0	0.0	0.0	
	2022	11	1	9.1			17.6	51.7			0.2	5165.3		
03 Professionals	2019	1	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			34.9	0.0			0.3	0.0		
04 Semi-Professionals & Technicians	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	8	0	0.0	1	0.0	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	8	0	0.0			27.8	0.0			0.3	0.0		
06 Supervisors: Crafts & Trades	2019	3	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	3	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
07 Administrative & Senior Clerical	2016	8	0	0.0	10.2	1	-1	0.0																
	2019	8	1	12.5	15.6	1	0	80.1	7	2	28.6	1	1	0	0	0.0	0	0	0	6	1	16.7	0	1
08 Skilled Sales & Service Personnel	2016	66	1	1.5	10.7	7	-6	14.2																
	2019	63	0	0.0	13.0	8	-8	0.0	6	0	0.0	1	-1	3	0	0.0	0	0	0	7	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	101	6	5.9	5.7	6	0	104.2																
	2019	71	3	4.2	6.8	5	-2	62.1	56	4	7.1	4	0	0	0	0.0	0	0	0	81	6	7.4	5	1
10 Clerical Personnel	2016	70	4	5.7	14.5	10	-6	39.4																
	2019	74	6	8.1	19.0	14	-8	42.7	58	4	6.9	11	-7	3	0	0.0	0	0	0	51	2	3.9	3	-1
11 Intermediate Sales & Service Personnel	2016	71	4	5.6	19.0	13	-9	29.7																
	2019	84	3	3.6	24.3	20	-17	14.7	32	1	3.1	8	-7	11	0	0.0	1	-1	32	2	6.3	2	0	
12 Semi-Skilled Manual Workers	2016	102	12	11.8	23.1	24	-12	50.9																
	2019	79	12	15.2	32.8	26	-14	46.3	124	8	6.5	41	-33	2	0	0.0	0	0	0	133	8	6.0	16	-8

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%			
07 Administrative & Senior Clerical	2019	7	2	28.6	1	200.0	0.0	0.0	1	200.0	0.0	0.0	
	2022	7	2	28.6			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2019	9	0	0.0	3	0.0	0.0	0.0	6	0.0	0.0	0.0	
	2022	9	0	0.0			13.0	0.0			0.1	0.0	
09 Skilled Crafts & Trades Workers	2019	56	4	7.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	56	4	7.1			6.8	105.0			0.1	10504.2	
10 Clerical Personnel	2019	61	4	6.6	4	100.0	0.0	0.0	6	66.7	0.0	0.0	
	2022	61	4	6.6			19.0	34.5			0.2	3451.3	
11 Intermediate Sales & Service Personnel	2019	43	1	2.3	5	20.0	0.0	0.0	7	14.3	0.0	0.0	
	2022	43	1	2.3			24.3	9.6			0.2	957.0	
12 Semi-Skilled Manual Workers	2019	126	8	6.3	14	57.1	0.0	0.0	17	47.1	0.0	0.0	
	2022	126	8	6.3			32.8	19.4			0.3	1935.7	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Fort Garry Industries Ltd.

43647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	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	20	8	40.0	5.4	1	7	740.7																
	2019	16	5	31.3	11.9	2	3	262.6	7	0	0.0	1	-1	0	0	0.0	0	0	0	9	0	0.0	4	-4
Total	2016	499	37	7.4	14.4	72	-35	51.5																
	2019	460	33	7.2	0.0	0	33	0.0	304	20	6.6	0	20	30	0	0.0	2	-2	340	19	5.6	25	-6	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	334	20	6.0	29	69.0	0.0	0.0	39	51.3	0.0	0.0		
	2022	334	20	6.0			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Fort Garry Industries Ltd.</b>
<b>43647</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

Overall drop in total workforce over last few years, not sure if this will continue or if it will level off.

- 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).

Closed a branch in Alberta, layoffs in ther branches due to down turn in economy

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

- Other.

### **Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Fort Garry Industries Ltd.

**Primary Location:** Winnipeg, Manitoba

**Number of Employees:** 460

- Alberta 175
- Manitoba 133
- Saskatchewan 77
- Ontario 73
- British Columbia 2

**Organization Overview:**

NAICS # **4189** (Other Miscellaneous Wholesaler Distributors)

Fort Garry Industries offers a wide selection of truck and trailer accessories and equipment. Its Service Departments at 16 locations across Canada are equipped to perform a wide variety of repairs and installations on all makes of trucks and trailers.

**Key Dates – First Year Assessment**

Initiated: 2016-08-29  
 Received: 2016-08-29  
 Closed: 2016-09-21  
 Workforce 06-16-2016  
 Analysis:

**Key Dates – Subsequent Assessment**

Initiated: 2020-01-02  
 Received: 2019-11-13  
 Workforce 2019-07-01  
 Analysis:

**DATA VERIFICATION**

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

Yes  No

Comments:



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 period reported on the Achievement report is 2016-06-16 to 2019-07-01. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS submitted by the employer on 2019-04-01.

### ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, several gaps were found in different EEOG's in each designated group. For the purpose of this assessment, only number format is used for goals.

#### **Women**

01	Senior Managers	No goal was set
02	Middle & Other Managers	Goal met (300% achieved)
03	Professionals	No goal was set
05	Supervisors	Goal met (200% achieved)
07	Administrative and Senior Clerical	Goal met (133% achieved)
08	Skilled Sales and Service Personnel	Goal not met (25% achieved)
10	Clerical Personnel	Goal met (171% achieved)
11	Intermediate Sales and Service Personnel	Goal met (127% achieved)

#### Assessment/Observations

- EEOG 01: There were no new entrants in this EEOG. No goal was set.
- EEOG 03: There was one entrant in this EEOG. No goal was set.
- EEOG 08: Out of nine new entrants; only two were women. With an LMA rate of 24.7, the goal of hiring eight women was not attainable.

#### **Aboriginal Peoples**

07	Administrative and Senior Clerical	Goal not met (0% achieved)
08	Skilled Sales and Service Personnel	Goal not met (50% achieved)
09	Skilled Crafts and Trades Workers	Goal not met (33% achieved)
10	Clerical Personnel	Goal met (100% achieved)
11	Intermediate Sales and Service Personnel	Goal not met (50% achieved)
12	Semi-Skilled Manual Workers	Goal met (125% achieved)
14	Other Manual Workers	Goal not met (0% achieved)

#### Assessment/Observations

- EEOG 07: With seven new entrants in this EEOG, no one was an Aboriginal person. With an LMA rate of 7.7%, the goal of hiring one Aboriginal person was unattainable.

- EEOG 08: With nine new entrants in this EEOG, one was an Aboriginal person. With and an LMA rate of 3.9%, the goal of hiring two Aboriginal persons was unattainable.
- EEOG 09: With 56 new entrants in this EEOG, one was an Aboriginal person. With and an LMA rate of 5.9%, two more Aboriginal people should have been hired to achieve the goal of hiring three people in this EEOG.
- EEOG 11: With 43 new entrants in this EEOG, one was an Aboriginal person. With and an LMA rate of 6.6%, one more Aboriginal person should have been hired to achieve the goal of hiring two people in this EEOG.
- EEOG 14: From the seven new entrants in this EEOG, none was an Aboriginal person. With an LMA rate of 23.9, the goal of hiring two people in this EEOG was unattainable.

### ***Persons with Disabilities***

01/02	Managers	No goal was set
05	Supervisors	Goal not met (0% achieved)
08	Skilled Sales and Service Personnel	Goal not met (0% achieved)
09	Skilled Crafts and Trades Workers	Goal not met (50% achieved)
10	Clerical Personnel	Goal not met (50% achieved)
11	Intermediate Sales and Service Personnel	Goal was met (300% achieved)
12	Semi-Skilled Manual Workers	Goal was met (168% achieved)

### **Assessment/Observations**

- EEOG 05: Out of eight new entrants in this EEOG, none was a person with disabilities. With an LMA rate of 13.9 %, the goal of hiring one person was not achieved.
- EEOG 08: Out of nine new entrants in this EEOG, none was a person with disabilities. With an LMA rate of 3.5 %, the goal of hiring two persons was unattainable.
- EEOG 09: Out of 56 new entrants in this EEOG, one was a person with disabilities. With an LMA rate of 3.8 %, one more person should have been hired to achieve the goal of hiring 2 Aboriginal people.
- EEOG 10: Out of 61 new entrants in this EEOG, one was a person with disabilities. With an LMA rate of 7.0 %, one more person should have been hired to achieve the goal of hiring two Aboriginal people.

### ***Visible Minorities***

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal was met (100% achieved)
03	Professionals	No goal set
05	Supervisors	Goal not met (0% achieved)
07	Administrative and Senior Clerical	Goal was met (200% achieved)
08	Skilled Sales and Service Personnel	Goal not met ((0% achieved)
10	Clerical Personnel	Goal was met (100% achieved)

11	Intermediate Sales and Service Personnel	Goal not met (20% achieved)
12	Semi-Skilled Manual Workers	Goal not met (57% achieved)

#### Assessment/Observations

- EEOG 05: Out of eight new entrants in this EEOG, none was a visible minority. With an LMA rate of 18.5%, one person from this designated group should have been hired to achieve the goal of hiring one person.
- EEOG 08: Out of nine new entrants in this EEOG, none was a visible minority. With an LMA rate of 10.7%, the goal of hiring three persons was unattainable.
- EEOG 11: Out of 43 new entrants in this EEOG, one was a visible minority. With an LMA rate of 19.0%, the goal of hiring five persons would have been achieved, if four more people were hired.
- EEOG 12: Out of 126 new entrants in this EEOG, eight were from visible minority. With an LMA rate of 23.1%, 6 more persons should have been hired to achieve the goal of hiring 14 persons in this EEOG.

#### 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 26 short-term goals.
  - No goals were set for five EEOGs with pre-existing gaps.
  - Six goals were unattainable due to low numbers in hiring/no new entrants coupled with low availability rates.
  - Eleven goals were met and achieved at 100% or above while nine goals were not met and achieved 0% or lower than 100%.

#### ASSESSMENT OF CURRENT GOALS AND GAPS

- All short and long-term goals are set in percentage format, and at labour market availability as required.
- The goals are reduced to 50% for women only.

#### *Women*

Workforce Analysis Results	Goals	Representation	LMA
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Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.6	27.6	16.7	27.6
02	Middle & Other Managers	-9	39.4	39.4	11.8	39.4
03	Professionals	-1	18.2	18.2	0.0	18.2
05	Supervisors	-4	50.0	50.0	25.0	55.5
07	Administrative and Senior Clerical	-2	50.0	50.0	62.5	82.4
08	Skilled Sales & Service Personnel	-9	24.0	24.0	9.5	24.0
09	Skilled Crafts and Trades Workers	-1	1.2	1.2	1.2	1.2
10	Clerical personnel	-9	50.0	50.0	58.1	70.7
11	Intermediate Sales & Service Pers.	-41	50.0	50.0	21.4	70.3

Observations:

- Goals (short and long-term) were set at the LMA rate or higher.
- For EEOG 7 and EEOG 10, the representation exceeds 50% and the goals set were not required.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
05	Supervisors	-1	7.2	7.2	0.0	7.2
07	Administrative and Senior Clerical Personnel	-1	7.6	7.6	0.0	7.6
09	Skilled Crafts and Trades Workers	-2	6.8	6.8	4.2	6.8
10	Clerical personnel	-5	9.2	9.2	2.7	9.2
11	Intermediate Sales & Service Pers.	-3	8.1	8.1	4.8	8.1
12	Semi-Skilled Manual	-4	6.3	6.3	1.3	6.3
14	Other Manual Workers	-3	25.5	25.5	6.3	25.5

Observations:

- Goals have been set appropriately at LMA where there is a gap present.

**Persons with Disabilities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01/02	Managers	-2	5.0	5.0	0.0	5.0
03	Professionals	-1	8.9	8.9	0.0	8.9
05	Supervisors	-3	27.5	27.5	0.0	27.5
06	Supervisors: Crafts and Trades	-1	10.1	10.1	0.0	10.1
08	Skilled Sales & Service Personnel	-5	8.0	8.0	0.0	8.0
09	Skilled Crafts and Trades Workers	-4	7.8	7.8	2.8	7.8
10	Clerical personnel	-4	9.3	9.3	4.1	9.3
11	Intermediate Sales & Service Pers.	-3	10.8	10.8	7.1	10.8
12	Semi-Skilled Manual Workers	-4	10.3	10.3	5.1	10.3

## Observations:

- Goals have been set appropriately at LMA where there were gaps present.

**Members of Visible Minorities**

Workforce Analysis Results		Goals			Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-5	17.6	17.6	2.9	17.6
03	Professionals	-1	34.9	34.9	14.3	34.9
05	Supervisors	-2	27.8	27.8	8.3	27.8
08	Skilled Sales & Service Personnel	-8	13.0	13.0	0.0	13.0
09	Skilled Crafts and Trades Workers	-2	6.8	6.8	4.2	6.8
10	Clerical personnel	-8	19.0	19.0	8.1	19.0

11	Intermediate Sales & Service Pers.	-17	24.3	24.3	3.6	24.3
12	Semi-Skilled Manual Workers	-14	32.8	32.8	15.2	32.8

## Observations:

- Goals have been set appropriately at LMA where there is a gap present.

**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:

- Through their second compliance assessment, the employer has demonstrated some progress towards achieving employment equity in the workplace.
- It is recommended that the employer continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Olga Arnaoudova**

**Date: December 9, 2019**

## Nyirasafari, Ange AN [NC]

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**From:** Arnaoudova, Olga O [NC] on behalf of EE-EME  
**Sent:** January 16, 2020 3:06 PM  
**To:** 'jcarriere@fgiltd.ca'  
**Cc:** 'dgrysiuk@fgiltd.ca'  
**Subject:** Government of Canada Agreement Number: 070019 – Notification of Compliance with the Federal Contractors Program

**Importance:** High

**Expires:** July 14, 2020 12:00 AM

### **Subject: Government of Canada Agreement Number: 070019 – Notification of Compliance with the Federal Contractors Program**

*Cette information est également disponible en français sur demande.*

Dear Jeff Carriere:

I am writing to inform you that the subsequent compliance assessment initiated on July 30, 2019 has been completed. As a result of the assessment, Fort Garry Industries 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 Fort Garry Industries Ltd.'s employment equity program.

- Through their second compliance assessment, the employer has demonstrated some progress towards achieving employment equity in the workplace.
- It is recommended that the employer continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)

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 July 30, 2022. 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, Fort Garry Industries Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Fort Garry Industries Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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