



Human Resources and Skills Development Canada / Ressources humaines et Développement des compétences Canada

Labour Program / Federal Contractors Program

OFFICIAL USE ONLY Agreement N°: 060355
--

s.19(1)

s.24(1)

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Grand & Toy Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) OfficeMax Grand & Toy	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 1424
Organization's North American Industry Classification System (NAICS) Code N° 452999	To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02i-eng.htm

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No 453210

HEAD OFFICE			
Address (building number, street, suite, etc.) 33 Green Belt Drive	City Toronto	Province ON	Postal Code M3C 1M1
	Telephone Number 416-391-8100	Fax Number 416-445-4855	

EMPLOYMENT EQUITY CONTACT	
Name (print) Michael Stanojic	Title HR Manager
Telephone Number 416-391-8292	E-mail Address Michael.Stanojic@officemaxCanada.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes) Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Ron McDougall	Title General Manager, OfficeMax Grand & Toy
Telephone Number	E-mail Address RonMacDougall@officemaxCanada.com
	Date X July 25 / 2013

RETURN INSTRUCTIONS
IMPORTANT * The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca



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

Reporting Period 2016-06-02 to 2019-07-18

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	464	24	0	488	Calgary	58	0	0	58
Québec	40	0	0	40	Edmonton	31	0	0	31
Nova Scotia	14	0	0	14	Halifax	14	0	0	14
New Brunswick	18	0	0	18	Montréal	40	0	0	40
Manitoba	24	0	0	24	Toronto	377	23	0	400
British Columbia	61	0	0	61	Vancouver	58	0	0	58
Saskatchewan	2	0	0	2	Winnipeg	24	0	0	24
Alberta	89	0	0	89	Moncton	18	0	0	18
Newfoundland and Labrador	7	0	0	7	Kingston	3	0	0	3
Total Employees in Canada				743	Ottawa - Gatineau	71	1	0	72
					Hamilton	3	0	0	3
					Kitchener - Cambridge - Waterloo	5	0	0	5
					Greater Sudbury	2	0	0	2
					Thunder Bay	1	0	0	1
					Saskatoon	2	0	0	2
					Victoria	3	0	0	3



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

Reporting Period 2016-06-02 to 2019-07-18

Census Metropolitan Areas

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Nfld.Lab. less CMA	7	0	0	7
Ont. less CMAs	2	0	0	2
Total Employees in Canada				743



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-06-02 to 2019-07-18

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	7	2									
	Total	9	7	2									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	195	149	46	1		1	4	1	3	15	11	4
	Total	195	149	46	1		1	4	1	3	15	11	4
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	83	50	33				2	1	1	19	8	11
	Total	83	50	33				2	1	1	19	8	11
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	25	19	6							4	3	1
	Total	25	19	6							4	3	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-06-02 to 2019-07-18

004084

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	19	3							3	3	
	Total	22	19	3							3	3	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	30	13	17				1		1	9	3	6
	Total	30	13	17				1		1	9	3	6
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4								1	1	
	Total	4	4								1	1	
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4								1	1	
	Total	4	4								1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-06-02 to 2019-07-18

004085

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	224	148	76	3	1	2	3	1	2	51	31	20
	Total	224	148	76	3	1	2	3	1	2	51	31	20
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	85	84	1							7	7	
	Total	85	84	1							7	7	
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	38	29	9				1		1	4	3	1
	Total	38	29	9				1		1	4	3	1
Total Number of Employees		719	526	193	4	1	3	11	3	8	114	71	43



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-06-02 to 2019-07-18

00408

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	23	17	6							5	2	3
	Total	23	17	6							5	2	3
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		24	18	6							5	2	3



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-06-02 to 2019-07-18

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	719	526	193	4	1	3	11	3	8	114	71	43
Total Number of Employees	719	526	193	4	1	3	11	3	8	114	71	43



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-06-02 to 2019-07-18

004088

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	24	18	6							5	2	3
Total Number of Employees	24	18	6							5	2	3



Grand & Toy Inc. (certificate # 060355)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / National
Reporting Period 2016-06-02 to 2019-07-18

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	77	60	17				1	1		8	5	3
Professionals	43	31	12							9	5	4
Semi-Professionals and Technicians	14	9	5							2	1	1
Supervisors	11	11								2	2	
Administrative and Senior Clerical Personnel	9	6	3									
Skilled Sales and Service Personnel	3	2	1									
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	79	67	12	1	1					7	3	4
Semi-Skilled Manual Workers	5	5										
Other Sales and Service Personnel	28	27	1				1		1	1	1	
Total Number of Employees Hired	271	220	51	1	1		2	1	1	29	17	12



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2016-06-02 to 2019-07-18

004090

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
Clerical Personnel	28	27	1							3	2	1
Total Number of Employees Hired	28	27	1							3	2	1



Grand & Toy Inc. (certificate # 060355)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2016-06-02 to 2019-07-18

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
Senior Managers	3	3										
Middle and Other Managers	30	23	7							3	2	1
Professionals	12	5	7				1	1		4		4
Supervisors	2	2										
Administrative and Senior Clerical Personnel	5	1	4							1		1
Clerical Personnel	6	3	3									
Other Sales and Service Personnel	1	1										
Total Number of Employees Promoted	59	38	21				1	1		8	2	6
Total Number of Promotions	60	39	21				1	1		8	2	6



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-06-02 to 2019-07-18

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	5	2	3									
Middle and Other Managers	129	94	35				1	1		11	7	4
Professionals	39	28	11							7	4	3
Semi-Professionals and Technicians	23	18	5				1	1		1	1	
Supervisors	21	17	4									
Administrative and Senior Clerical Personnel	21	12	9							3		3
Skilled Sales and Service Personnel	2	1	1									
Skilled Crafts and Trades Workers	2	2										
Clerical Personnel	117	102	15							8	4	4
Intermediate Sales and Service Personnel	5	2	3									
Semi-Skilled Manual Workers	24	23	1							2	2	
Other Sales and Service Personnel	51	45	6				2	1	1	1		1
Total Number of Employees Terminated	439	346	93				4	3	1	33	18	15



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-06-02 to 2019-07-18

004093

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	1	1										
Clerical Personnel	28	28								1	1	
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Terminated	30	30								1	1	



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	9	2	22.2 %	27.6 %	2	0	National
02 : Middle and Other Managers	National	195	46	23.6 %	39.4 %	77	-31	National
03 : Professionals		83	33	39.8 %	47.6 %	40	-7	
1111 : Financial auditors and accountants	National	4	3	75.0 %	56.0 %	2	1	National
1121 : Human resources professionals	National	2	1	50.0 %	73.2 %	1	0	National
1122 : Professional occupations in business management consulting	National	29	12	41.4 %	42.7 %	12	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	24	11	45.8 %	66.6 %	16	-5	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	11.1 %	0	0	National
2171 : Information systems analysts and consultants	National	3	2	66.7 %	27.7 %	1	1	National
2172 : Database analysts and data administrators	National	4	2	50.0 %	33.0 %	1	1	National
2174 : Computer programmers and interactive media developers	National	3	1	33.3 %	16.6 %	0	1	National
2175 : Web designers and developers	National	4	0	0.0 %	30.8 %	1	-1	National
4021 : College and other vocational instructors	National	2	1	50.0 %	53.8 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	4	0	0.0 %	51.3 %	2	-2	National
04 : Semi-Professionals and Technicians		25	6	24.0 %	38.1 %	10	-4	
2253 : Drafting technologists and technicians	Alberta	2	0	0.0 %	28.5 %	1	-1	Alberta
2253 : Drafting technologists and technicians	British Columbia	1	0	0.0 %	25.3 %	0	0	British Columbia
2253 : Drafting technologists and technicians	New Brunswick	1	0	0.0 %	28.4 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Nova Scotia	1	0	0.0 %	22.3 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	4	3	75.0 %	29.2 %	1	2	Ontario
2281 : Computer network technicians	Ontario	5	0	0.0 %	21.4 %	1	-1	Ontario
2282 : User support technicians	British Columbia	1	0	0.0 %	24.5 %	0	0	British Columbia
2282 : User support technicians	Ontario	2	0	0.0 %	23.9 %	0	0	Ontario
2282 : User support technicians	Québec	1	0	0.0 %	22.1 %	0	0	Québec



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004095

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Ontario	2	2	100.0 %	50.0 %	1	1	Ontario
5242 : Interior designers and interior decorators	Alberta	1	1	100.0 %	85.9 %	1	0	Alberta
5242 : Interior designers and interior decorators	British Columbia	1	0	0.0 %	78.3 %	1	-1	British Columbia
5242 : Interior designers and interior decorators	Ontario	3	0	0.0 %	78.7 %	2	-2	Ontario
05 : Supervisors		22	3	13.6 %	53.7 %	12	-9	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	53.8 %	2	-2	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	53.4 %	1	-1	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	59.4 %	1	-1	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	55.7 %	1	-1	Moncton
Employment Equity Occupational Group	Montréal	1	1	100.0 %	50.5 %	1	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	1	100.0 %	68.3 %	1	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	51.8 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	7	0	0.0 %	52.0 %	4	-4	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	52.5 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	52.8 %	1	-1	Winnipeg
07 : Administrative and Senior Clerical Personnel		30	17	56.7 %	79.2 %	24	-7	
Employment Equity Occupational Group	Montréal	5	3	60.0 %	80.9 %	4	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	76.8 %	2	-2	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	13	59.1 %	79.1 %	17	-4	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	78.9 %	1	0	Vancouver
08 : Skilled Sales and Service Personnel		4	0	0.0 %	27.9 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Ontario	4	0	0.0 %	27.9 %	1	-1	Ontario
09 : Skilled Crafts and Trades Workers		4	0	0.0 %	1.4 %	0	0	
7311 : Construction millwrights and industrial mechanics	Ontario	4	0	0.0 %	1.4 %	0	0	Ontario



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004096

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
10 : Clerical Personnel		247	82	33.2 %	67.2 %	166	-84	
Employment Equity Occupational Group	Calgary	35	9	25.7 %	70.7 %	25	-16	Calgary
Employment Equity Occupational Group	Edmonton	7	5	71.4 %	71.9 %	5	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	1	100.0 %	73.9 %	1	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	69.7 %	1	-1	Halifax
Employment Equity Occupational Group	Moncton	7	2	28.6 %	65.5 %	5	-3	Moncton
Employment Equity Occupational Group	Montréal	5	3	60.0 %	61.6 %	3	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	1	50.0 %	74.0 %	1	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	7	3	42.9 %	65.7 %	5	-2	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	138	50	36.2 %	65.5 %	90	-40	Toronto
Employment Equity Occupational Group	Vancouver	31	3	9.7 %	70.6 %	22	-19	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	71.7 %	1	0	Victoria
Employment Equity Occupational Group	Winnipeg	12	4	33.3 %	68.3 %	8	-4	Winnipeg
12 : Semi-Skilled Manual Workers		86	1	1.2 %	17.4 %	15	-14	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	14.4 %	0	0	Calgary
Employment Equity Occupational Group	Halifax	4	0	0.0 %	12.3 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	9.5 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	8	0	0.0 %	15.9 %	1	-1	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	16.3 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	18	1	5.6 %	11.8 %	2	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	53	0	0.0 %	20.1 %	11	-11	Toronto
13 : Other Sales and Service Personnel		38	9	23.7 %	52.9 %	20	-11	
Employment Equity Occupational Group	Edmonton	8	1	12.5 %	57.9 %	5	-4	Edmonton
Employment Equity Occupational Group	Moncton	1	0	0.0 %	54.6 %	1	-1	Moncton



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004097

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	1	1	100.0 %	50.0 %	1	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	19	5	26.3 %	49.8 %	9	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	2	25.0 %	55.0 %	4	-2	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	56.9 %	1	-1	Vancouver
Total		743	199	26.8 %	49.3 %	367	-168	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	9	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	195	1	0.5 %	2.7 %	5	-4	National
03 : Professionals		83	0	0.0 %	1.7 %	1	-1	
1111 : Financial auditors and accountants	National	4	0	0.0 %	1.4 %	0	0	National
1121 : Human resources professionals	National	2	0	0.0 %	3.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	29	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	24	0	0.0 %	2.1 %	1	-1	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	0.8 %	0	0	National
2171 : Information systems analysts and consultants	National	3	0	0.0 %	1.3 %	0	0	National
2172 : Database analysts and data administrators	National	4	0	0.0 %	1.5 %	0	0	National
2174 : Computer programmers and interactive media developers	National	3	0	0.0 %	1.1 %	0	0	National
2175 : Web designers and developers	National	4	0	0.0 %	1.6 %	0	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	3.0 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	4	0	0.0 %	2.0 %	0	0	National
04 : Semi-Professionals and Technicians		25	0	0.0 %	1.8 %	0	0	
2253 : Drafting technologists and technicians	Alberta	2	0	0.0 %	3.1 %	0	0	Alberta
2253 : Drafting technologists and technicians	British Columbia	1	0	0.0 %	2.0 %	0	0	British Columbia
2253 : Drafting technologists and technicians	New Brunswick	1	0	0.0 %	2.7 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Nova Scotia	1	0	0.0 %	2.5 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	4	0	0.0 %	1.8 %	0	0	Ontario
2281 : Computer network technicians	Ontario	5	0	0.0 %	1.7 %	0	0	Ontario
2282 : User support technicians	British Columbia	1	0	0.0 %	2.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	2	0	0.0 %	1.3 %	0	0	Ontario
2282 : User support technicians	Québec	1	0	0.0 %	1.3 %	0	0	Québec



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

66090

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
5242 : Interior designers and interior decorators	Alberta	1	0	0.0 %	1.7 %	0	0	Alberta
5242 : Interior designers and interior decorators	British Columbia	1	0	0.0 %	1.7 %	0	0	British Columbia
5242 : Interior designers and interior decorators	Ontario	3	0	0.0 %	1.3 %	0	0	Ontario
05 : Supervisors		22	0	0.0 %	3.4 %	1	-1	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	4.5 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.6 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	1.8 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	12.8 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	7	0	0.0 %	0.9 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.7 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	10.3 %	0	0	Winnipeg
07 : Administrative and Senior Clerical Personnel		30	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Montréal	5	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.1 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		4	0	0.0 %	1.2 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	4	0	0.0 %	1.2 %	0	0	Ontario
09 : Skilled Crafts and Trades Workers		4	0	0.0 %	3.0 %	0	0	
7311 : Construction millwrights and industrial mechanics	Ontario	4	0	0.0 %	3.0 %	0	0	Ontario



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004100

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
10 : Clerical Personnel		247	3	1.2 %	2.3 %	6	-3	
Employment Equity Occupational Group	Calgary	35	1	2.9 %	3.1 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	7	0	0.0 %	5.3 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	8.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.9 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	7	0	0.0 %	1.6 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	5	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	14.9 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	7	0	0.0 %	3.5 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	138	0	0.0 %	0.8 %	1	-1	Toronto
Employment Equity Occupational Group	Vancouver	31	0	0.0 %	2.7 %	1	-1	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.8 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	12	2	16.7 %	11.4 %	1	1	Winnipeg
12 : Semi-Skilled Manual Workers		86	0	0.0 %	1.7 %	1	-1	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Halifax	4	0	0.0 %	3.8 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	2.7 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	8	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	10.9 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	18	0	0.0 %	3.7 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	53	0	0.0 %	0.8 %	0	0	Toronto
13 : Other Sales and Service Personnel		38	0	0.0 %	3.6 %	1	-1	
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	6.3 %	1	-1	Edmonton
Employment Equity Occupational Group	Moncton	1	0	0.0 %	3.0 %	0	0	Moncton



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004101

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	1	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	19	0	0.0 %	3.7 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	0	0.0 %	1.0 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.9 %	0	0	Vancouver
Total		743	4	0.5 %	2.3 %	15	-11	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004102

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability			Gap #
			#	%	%	#		
01 : Senior Managers	National	9	0	0.0 %	11.5 %	1	-1	National
02 : Middle and Other Managers	National	195	15	7.7 %	17.6 %	34	-19	National
03 : Professionals		83	19	22.9 %	25.9 %	21	-2	
1111 : Financial auditors and accountants	National	4	0	0.0 %	32.3 %	1	-1	National
1121 : Human resources professionals	National	2	0	0.0 %	16.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	29	8	27.6 %	26.4 %	8	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	24	8	33.3 %	18.8 %	5	3	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	42.7 %	2	-2	National
2171 : Information systems analysts and consultants	National	3	1	33.3 %	38.6 %	1	0	National
2172 : Database analysts and data administrators	National	4	0	0.0 %	35.5 %	1	-1	National
2174 : Computer programmers and interactive media developers	National	3	0	0.0 %	34.2 %	1	-1	National
2175 : Web designers and developers	National	4	1	25.0 %	27.5 %	1	0	National
4021 : College and other vocational instructors	National	2	1	50.0 %	14.9 %	0	1	National
4163 : Business development officers and marketing researchers and consultants	National	4	0	0.0 %	25.7 %	1	-1	National
04 : Semi-Professionals and Technicians		25	4	16.0 %	29.6 %	7	-3	
2253 : Drafting technologists and technicians	Alberta	2	0	0.0 %	36.0 %	1	-1	Alberta
2253 : Drafting technologists and technicians	British Columbia	1	0	0.0 %	38.9 %	0	0	British Columbia
2253 : Drafting technologists and technicians	New Brunswick	1	0	0.0 %	2.7 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Nova Scotia	1	0	0.0 %	5.8 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	4	1	25.0 %	33.4 %	1	0	Ontario
2281 : Computer network technicians	Ontario	5	2	40.0 %	38.7 %	2	0	Ontario
2282 : User support technicians	British Columbia	1	0	0.0 %	37.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	2	0	0.0 %	38.8 %	1	-1	Ontario
2282 : User support technicians	Québec	1	0	0.0 %	20.8 %	0	0	Québec



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

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
			#	%	%	#		
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	28.6 %	1	-1	Ontario
5242 : Interior designers and interior decorators	Alberta	1	0	0.0 %	11.3 %	0	0	Alberta
5242 : Interior designers and interior decorators	British Columbia	1	0	0.0 %	24.0 %	0	0	British Columbia
5242 : Interior designers and interior decorators	Ontario	3	1	33.3 %	21.6 %	1	0	Ontario
05 : Supervisors		22	3	13.6 %	34.6 %	8	-5	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	36.7 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	34.5 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	6.9 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	7.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	1	0	0.0 %	20.4 %	0	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	2.5 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	16.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	7	3	42.9 %	51.5 %	4	-1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	49.6 %	1	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	25.4 %	1	-1	Winnipeg
07 : Administrative and Senior Clerical Personnel		30	9	30.0 %	34.5 %	10	-1	
Employment Equity Occupational Group	Montréal	5	0	0.0 %	14.6 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	14.1 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	7	31.8 %	40.6 %	9	-2	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	39.9 %	0	1	Vancouver
08 : Skilled Sales and Service Personnel		4	1	25.0 %	22.8 %	1	0	
6221 : Technical sales specialists - wholesale trade	Ontario	4	1	25.0 %	22.8 %	1	0	Ontario
09 : Skilled Crafts and Trades Workers		4	1	25.0 %	12.9 %	1	0	
7311 : Construction millwrights and industrial mechanics	Ontario	4	1	25.0 %	12.9 %	1	0	Ontario



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

004104

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
			#	%	%	#		
10 : Clerical Personnel		247	56	22.7 %	42.2 %	104	-48	
Employment Equity Occupational Group	Calgary	35	11	31.4 %	30.6 %	11	0	Calgary
Employment Equity Occupational Group	Edmonton	7	1	14.3 %	21.5 %	2	-1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	1	100.0 %	2.1 %	0	1	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	8.1 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	7	0	0.0 %	1.7 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	5	0	0.0 %	20.4 %	1	-1	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	0.9 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	7	0	0.0 %	18.2 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	138	33	23.9 %	52.2 %	72	-39	Toronto
Employment Equity Occupational Group	Vancouver	31	9	29.0 %	46.7 %	14	-5	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	9.8 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	12	1	8.3 %	23.3 %	3	-2	Winnipeg
12 : Semi-Skilled Manual Workers		86	7	8.1 %	46.4 %	40	-33	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	40.1 %	0	0	Calgary
Employment Equity Occupational Group	Halifax	4	0	0.0 %	9.3 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	4.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	8	0	0.0 %	26.1 %	2	-2	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	0.4 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	18	0	0.0 %	20.4 %	4	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	53	7	13.2 %	62.9 %	33	-26	Toronto
13 : Other Sales and Service Personnel		38	4	10.5 %	38.2 %	15	-11	
Employment Equity Occupational Group	Edmonton	8	2	25.0 %	43.4 %	3	-1	Edmonton
Employment Equity Occupational Group	Moncton	1	0	0.0 %	6.1 %	0	0	Moncton



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

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	Montréal	1	0	0.0 %	28.3 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	19	1	5.3 %	28.6 %	5	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	1	12.5 %	58.2 %	5	-4	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	59.5 %	1	-1	Vancouver
Total		743	119	16.0 %	32.6 %	242	-123	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Detailed Report

Date: 2019-07-18

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	204	4	2.0 %	5.0 %	10	-6	National
03 : Professionals	National	83	2	2.4 %	8.9 %	7	-5	National
04 : Semi-Professionals and Technicians	National	25	0	0.0 %	7.6 %	2	-2	National
05 : Supervisors	National	22	0	0.0 %	27.5 %	6	-6	National
07 : Administrative and Senior Clerical Personnel	National	30	1	3.3 %	10.0 %	3	-2	National
08 : Skilled Sales and Service Personnel	National	4	0	0.0 %	8.0 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	4	0	0.0 %	7.8 %	0	0	National
10 : Clerical Personnel	National	247	3	1.2 %	9.3 %	23	-20	National
12 : Semi-Skilled Manual Workers	National	86	0	0.0 %	10.3 %	9	-9	National
13 : Other Sales and Service Personnel	National	38	1	2.6 %	10.7 %	4	-3	National
Total		743	11	1.5 %	8.8 %	64	-53	

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: 2019-07-18

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-07-18

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Summary Report

Date: 2019-07-18

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	9	2	22.2 %	27.6 %	2	0
02 : Middle and Other Managers	195	46	23.6 %	39.4 %	77	-31
03 : Professionals	83	33	39.8 %	47.6 %	40	-7
04 : Semi-Professionals and Technicians	25	6	24.0 %	38.1 %	10	-4
05 : Supervisors	22	3	13.6 %	53.7 %	12	-9
07 : Administrative and Senior Clerical Personnel	30	17	56.7 %	79.2 %	24	-7
08 : Skilled Sales and Service Personnel	4	0	0.0 %	27.9 %	1	-1
09 : Skilled Crafts and Trades Workers	4	0	0.0 %	1.4 %	0	0
10 : Clerical Personnel	247	82	33.2 %	67.2 %	166	-84
12 : Semi-Skilled Manual Workers	86	1	1.2 %	17.4 %	15	-14
13 : Other Sales and Service Personnel	38	9	23.7 %	52.9 %	20	-11
Total	743	199	26.8 %	49.3 %	367	-168

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Summary Report

Date: 2019-07-18

004110

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	9	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	195	1	0.5 %	2.7 %	5	-4
03 : Professionals	83	0	0.0 %	1.7 %	1	-1
04 : Semi-Professionals and Technicians	25	0	0.0 %	1.8 %	0	0
05 : Supervisors	22	0	0.0 %	3.4 %	1	-1
07 : Administrative and Senior Clerical Personnel	30	0	0.0 %	1.0 %	0	0
08 : Skilled Sales and Service Personnel	4	0	0.0 %	1.2 %	0	0
09 : Skilled Crafts and Trades Workers	4	0	0.0 %	3.0 %	0	0
10 : Clerical Personnel	247	3	1.2 %	2.3 %	6	-3
12 : Semi-Skilled Manual Workers	86	0	0.0 %	1.7 %	1	-1
13 : Other Sales and Service Personnel	38	0	0.0 %	3.6 %	1	-1
Total	743	4	0.5 %	2.3 %	15	-11

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Summary Report

Date: 2019-07-18

004111

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	9	0	0.0 %	11.5 %	1	-1
02 : Middle and Other Managers	195	15	7.7 %	17.6 %	34	-19
03 : Professionals	83	19	22.9 %	25.9 %	21	-2
04 : Semi-Professionals and Technicians	25	4	16.0 %	29.6 %	7	-3
05 : Supervisors	22	3	13.6 %	34.6 %	8	-5
07 : Administrative and Senior Clerical Personnel	30	9	30.0 %	34.5 %	10	-1
08 : Skilled Sales and Service Personnel	4	1	25.0 %	22.8 %	1	0
09 : Skilled Crafts and Trades Workers	4	1	25.0 %	12.9 %	1	0
10 : Clerical Personnel	247	56	22.7 %	42.2 %	104	-48
12 : Semi-Skilled Manual Workers	86	7	8.1 %	46.4 %	40	-33
13 : Other Sales and Service Personnel	38	4	10.5 %	38.2 %	15	-11
Total	743	119	16.0 %	32.6 %	242	-123

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Grand & Toy Inc.

Workforce Analysis - Summary Report

Date: 2019-07-18

004112

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	204	4	2.0 %	5.0 %	10	-6
03 : Professionals	83	2	2.4 %	8.9 %	7	-5
04 : Semi-Professionals and Technicians	25	0	0.0 %	7.6 %	2	-2
05 : Supervisors	22	0	0.0 %	27.5 %	6	-6
07 : Administrative and Senior Clerical Personnel	30	1	3.3 %	10.0 %	3	-2
08 : Skilled Sales and Service Personnel	4	0	0.0 %	8.0 %	0	0
09 : Skilled Crafts and Trades Workers	4	0	0.0 %	7.8 %	0	0
10 : Clerical Personnel	247	3	1.2 %	9.3 %	23	-20
12 : Semi-Skilled Manual Workers	86	0	0.0 %	10.3 %	9	-9
13 : Other Sales and Service Personnel	38	1	2.6 %	10.7 %	4	-3
Total	743	11	1.5 %	8.8 %	64	-53

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-07-18

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-07-18

004114

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	01

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	18

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	11	4	27.40
02	Middle & Other Managers	232	96	38.90
03	Professionals	68	41	46.50
04	Semi-Professionals & Technicians	37	16	34.10
05	Supervisors	35	13	53.40
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	50	39	80.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	3	0	1.60
10	Clerical Personnel	278	120	66.80
11	Intermediate Sales & Service Personnel	6	5	62.50
12	Semi-Skilled Manual Workers	114	3	19.40
13	Other Sales & Service Personnel	62	26	51.60
14	Other Manual Workers	0	0	0.00
Total		896	363	49.1

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
		9	2	27.60
		195	46	39.40
		83	33	47.60
		25	6	38.10
		22	3	53.70
		0	0	0.00
		30	17	79.20
		4	0	27.90
		4	0	1.40
		247	82	67.20
		0	0	0.00
		86	1	17.40
		38	9	52.90
		0	0	0.00
	Total	743	199	49.3

*** Source:**
2011 National Household Survey

*** Source:**
2016 Census

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	01

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	18

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	11	0	2.90
02	Middle & Other Managers	232	3	2.20
03	Professionals	68	0	1.70
04	Semi-Professionals & Technicians	37	0	1.80
05	Supervisors	35	0	2.60
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	50	0	1.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	3	0	2.70
10	Clerical Personnel	278	0	2.20
11	Intermediate Sales & Service Personnel	6	0	0.80
12	Semi-Skilled Manual Workers	114	1	1.70
13	Other Sales & Service Personnel	62	0	3.30
14	Other Manual Workers	0	0	0.00
Total		896	4	2.1

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	9	0	3.20	
	195	1	2.70	
	83	0	1.70	
	25	0	1.80	
	22	0	3.40	
	0	0	0.00	
	30	0	1.00	
	4	0	1.20	
	4	0	3.00	
	247	3	2.30	
	0	0	0.00	
	86	0	1.70	
	38	0	3.60	
	0	0	0.00	
	743	4	2.3	

*** Source:**
2011 National Household Survey

*** Source:**
2016 Census

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	01

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	18

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
01	Senior Managers	11	0	10.10
02	Middle & Other Managers	232	16	15.00
03	Professionals	68	15	22.50
04	Semi-Professionals & Technicians	37	4	24.10
05	Supervisors	35	3	28.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	50	11	31.30
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	3	1	14.10
10	Clerical Personnel	278	58	37.30
11	Intermediate Sales & Service Personnel	6	0	31.10
12	Semi-Skilled Manual Workers	114	18	40.50
13	Other Sales & Service Personnel	62	7	29.20
14	Other Manual Workers	0	0	0.00
Total		896	133	28.6

Employment Equity Occupational Group (EEOG)		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		9	0	11.50
		195	15	17.60
		83	19	25.90
		25	4	29.60
		22	3	34.60
		0	0	0.00
		30	9	34.50
		4	1	22.80
		4	1	12.90
		247	56	42.20
		0	0	0.00
		86	7	46.40
		38	4	38.20
		0	0	0.00
Total		743	119	32.6

*** Source:**
2011 National Household Survey

*** Source:**
2016 Census

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	01

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	07	18

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
01/02	Managers	243	0	4.30
03	Professionals	68	0	3.80
04	Semi-Professionals & Technicians	37	1	4.60
05	Supervisors	35	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	50	1	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	3	0	3.80
10	Clerical Personnel	278	0	7.00
11	Intermediate Sales & Service Personnel	6	0	5.60
12	Semi-Skilled Manual Workers	114	0	4.80
13	Other Sales & Service Personnel	62	1	6.30
14	Other Manual Workers	0	0	0.00
Total		896	3	5.6

*** Source:**
2012 Canadian Survey on Disability

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
	Managers	204	4	5.00
	Professionals	83	2	8.90
	Semi-Professionals & Technicians	25	0	7.60
	Supervisors	22	0	27.50
	Supervisors: Crafts & Trades	0	0	0.00
	Administrative & Senior Clerical Personnel	30	1	10.00
	Skilled Sales & Service Personnel	4	0	8.00
	Skilled Crafts & Trades Workers	4	0	7.80
	Clerical Personnel	247	3	9.30
	Intermediate Sales & Service Personnel	0	0	0.00
	Semi-Skilled Manual Workers	86	0	10.30
	Other Sales & Service Personnel	38	1	10.70
	Other Manual Workers	0	0	0.00
	Total	743	11	8.8

*** Source:**
2017 Canadian Survey on Disability

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	01

End Date of Flow Data		
YYYY	MM	DD
2019	07	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted
--

Data from Form 6 - Employees Terminated
--

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	77	17	0	0
03 Professionals	43	12	0	0
04 Semi-Professionals & Technicians	14	5	0	0
05 Supervisors	11	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	3	0	0
08 Skilled Sales & Service Personnel	3	1	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	79	12	28	1
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	5	0	0	0
13 Other Sales & Service Personnel	28	1	0	0
14 Other Manual Workers	0	0	0	0
Total	271	51	28	1

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	3	0	0	0
	30	7	0	0
	12	7	0	0
	0	0	0	0
	2	0	0	0
	0	0	0	0
	5	4	0	0
	0	0	0	0
	0	0	0	0
	6	3	0	0
	0	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
Total	59	21	0	0

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	5	3	0	0
	129	35	1	0
	39	11	0	0
	23	5	0	0
	21	4	0	0
	0	0	0	0
	21	9	0	0
	2	1	0	0
	2	0	0	0
	117	15	28	0
	5	3	0	0
	24	1	1	0
	51	6	0	0
	0	0	0	0
Total	439	93	30	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Grand & Toy Inc.

[Date: 2019-07-18]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	01

End Date of Flow Data		
YYYY	MM	DD
2019	07	0

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	3	0	0	0	5	0	0	0
02 Middle & Other Managers	77	0	0	0	30	0	0	0	129	0	1	0
03 Professionals	43	0	0	0	12	0	0	0	39	0	0	0
04 Semi-Professionals & Technicians	14	0	0	0	0	0	0	0	23	0	0	0
05 Supervisors	11	0	0	0	2	0	0	0	21	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0	5	0	0	0	21	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0	0	0	0	0	2	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0	0	0	0	0	2	0	0	0
10 Clerical Personnel	79	1	28	0	6	0	0	0	117	0	28	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	5	0	0	0
12 Semi-Skilled Manual Workers	5	0	0	0	0	0	0	0	24	0	1	0
13 Other Sales & Service Personnel	28	0	0	0	1	0	0	0	51	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	271	1	28	0	59	0	0	0	439	0	30	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Start Date of Flow Data		
YYYY	MM	DD
2016	06	01

End Date of Flow Data		
YYYY	MM	DD
2019	07	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted
--

Data from Form 6 - Employees Terminated
--

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities			
	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	77	1	0	0
03 Professionals	43	0	0	0
04 Semi-Professionals & Technicians	14	0	0	0
05 Supervisors	11	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	79	0	28	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	5	0	0	0
13 Other Sales & Service Personnel	28	1	0	0
14 Other Manual Workers	0	0	0	0
Total	271	2	28	0

	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
	#	#	#	#
	3	0	0	0
	30	0	0	0
	12	1	0	0
	0	0	0	0
	2	0	0	0
	0	0	0	0
	5	0	0	0
	0	0	0	0
	0	0	0	0
	6	0	0	0
	0	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
Total	59	1	0	0

	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
	#	#	#	#
	5	0	0	0
	129	1	1	0
	39	0	0	0
	23	1	0	0
	21	0	0	0
	0	0	0	0
	21	0	0	0
	2	0	0	0
	2	0	0	0
	117	0	28	0
	5	0	0	0
	24	0	1	0
	51	2	0	0
	0	0	0	0
Total	439	4	30	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Grand & Toy Inc.
[Date: 2019-07-18]

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	06	01	2019	07	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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	1	0	0	0	3	0	0	0	5	0	0	0
02 Middle & Other Managers	77	8	0	0	30	3	0	0	129	11	1	0
03 Professionals	43	9	0	0	12	4	0	0	39	7	0	0
04 Semi-Professionals & Technicians	14	2	0	0	0	0	0	0	23	1	0	0
05 Supervisors	11	2	0	0	2	0	0	0	21	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0	5	1	0	0	21	3	0	0
08 Skilled Sales & Service Personnel	3	0	0	0	0	0	0	0	2	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0	0	0	0	0	2	0	0	0
10 Clerical Personnel	79	7	28	3	6	0	0	0	117	8	28	1
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	5	0	0	0
12 Semi-Skilled Manual Workers	5	0	0	0	0	0	0	0	24	2	1	0
13 Other Sales & Service Personnel	28	1	0	0	1	0	0	0	51	1	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	271	29	28	3	59	8	0	0	439	33	30	1

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004123

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)		All Employees							First/Previous Short-term Goals												
		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	Annually	Over 3 Years		From - To						
		2016-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-06-01	Annually	Over 3 Years	2016		2019						
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	11	-6.5%		0	50.0%		0	0	4	0.0%	0	-1	0		27.4%	1	1	36.4%	36.4%	
02	Middle & Other Managers	232	-5.6%		0	60.9%		0	0	96	0.0%	0	-6	0		38.9%	6	6	41.4%	41.4%	
03	Professionals	68	6.9%		0	51.7%		0	0	41	0.0%	0	-9	0		46.5%	9	9	60.3%	60.3%	
04	Semi-Professionals & Tech	37	-12.3%		0	74.2%		0	0	16	0.0%	0	-3	0		34.1%	3	3	43.2%	43.2%	
05	Supervisors	35	-14.3%		0	73.7%		0	0	13	0.0%	0	6	0		53.4%	-6	-6	37.1%	37.1%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	50	-15.7%		0	52.5%		0	0	39	0.0%	0	1	0		80.0%	-1	-1	78.0%	78.0%	
08	Skilled Sales & Service	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	3	10.1%		0	57.1%		0	0	0	0.0%	0	0	0		1.6%	0	0	0.0%	0.0%	
10	Clerical Personnel	278	-3.9%		0	55.2%		0	0	120	0.0%	0	66	0		66.8%	-66	-66	43.2%	43.2%	
11	Intermediate Sales & Service	6	-100.0%		0	166.7%		0	0	5	0.0%	0	-1	0		62.5%	1	1	83.3%	83.3%	
12	Semi-Skilled Manual	114	-9.0%		0	25.0%		0	0	3	0.0%	0	19	0		19.4%	-19	-19	2.6%	2.6%	
13	Other Sales & Service	62	-15.1%		0	102.0%		0	0	26	0.0%	0	6	0		51.6%	-6	-6	41.9%	41.9%	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total		896	-6.1%		0	57.2%		0	0	363	0.0%	0	77	0		49.1%	-77	-77	40.5%	40.5%	

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	2	0.0	4	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	5	0.0	15	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	2	0.0	5	0.0	
13	Other Sales & Service	2	0.0	4	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		11		28		

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004124

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																				
		All Employees								Aboriginal Peoples												
		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	Annually	Over 3 Years		From - To						
		2016-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-01		Annually	Over 3 Years	Annually	Over 3 Years		2016	2019					
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%				
01	Senior Managers	11	-6.5%		0	50.0%		0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%		
02	Middle & Other Managers	232	-5.6%		0	60.9%		0	0	3	0.0%	0	2	0	2.2%	-2	-2	1.3%	1.3%			
03	Professionals	68	6.9%		0	51.7%		0	0	0	0.0%	0	1	0	1.7%	-1	-1	0.0%	0.0%			
04	Semi-Professionals & Tech	37	-12.3%		0	74.2%		0	0	0	0.0%	0	1	0	1.8%	-1	-1	0.0%	0.0%			
05	Supervisors	35	-14.3%		0	73.7%		0	0	0	0.0%	0	1	0	2.6%	-1	-1	0.0%	0.0%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	50	-15.7%		0	52.5%		0	0	0	0.0%	0	1	0	1.0%	-1	-1	0.0%	0.0%			
08	Skilled Sales & Service	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	3	10.1%		0	57.1%		0	0	0	0.0%	0	0	0	2.7%	0	0	0.0%	0.0%			
10	Clerical Personnel	278	-3.9%		0	55.2%		0	0	0	0.0%	0	6	0	2.2%	-6	-6	0.0%	0.0%			
11	Intermediate Sales & Service	6	-100.0%		0	166.7%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%			
12	Semi-Skilled Manual	114	-9.0%		0	25.0%		0	0	1	0.0%	0	1	0	1.7%	-1	-1	0.9%	0.9%			
13	Other Sales & Service	62	-15.1%		0	102.0%		0	0	0	0.0%	0	2	0	3.3%	-2	-2	0.0%	0.0%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		896	-6.1%		0	57.2%		0	0	4	0.0%	0	15	0	2.1%	-15	-15	0.4%	0.4%			

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	1	0.0	1	0.0	
03	Professionals	1	0.0	0	0.0	
04	Semi-Professionals & Tech	1	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	1	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	2	0.0	4	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	1	0.0	
13	Other Sales & Service	1	0.0	1	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		8		7		

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004125

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 (EOG)	First/Previous Short-term Goals																		
	All Employees								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					
	2016-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-01	Annually	Over 3 Years	2016	2019	%	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	243	-6.0%		0	55.4%		0	0	0	0.0%	0	10	0	4.3%	-10	-10	0.0%	0.0%	
03 Professionals	68	6.9%		0	51.7%		0	0	0	0.0%	0	3	0	3.8%	-3	-3	0.0%	0.0%	
04 Semi-Professionals & Tech	37	-12.3%		0	74.2%		0	0	1	0.0%	0	1	0	4.6%	-1	-1	2.7%	2.7%	
05 Supervisors	35	-14.3%		0	73.7%		0	0	0	0.0%	0	5	0	13.9%	-5	-5	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	50	-15.7%		0	52.5%		0	0	1	0.0%	0	1	0	3.4%	-1	-1	2.0%	2.0%	
08 Skilled Sales & Service	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	3	10.1%		0	57.1%		0	0	0	0.0%	0	0	0	3.8%	0	0	0.0%	0.0%	
10 Clerical Personnel	278	-3.9%		0	55.2%		0	0	0	0.0%	0	19	0	7.0%	-19	-19	0.0%	0.0%	
11 Intermediate Sales & Service	6	-100.0%		0	166.7%		0	0	0	0.0%	0	0	0	5.6%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	114	-9.0%		0	25.0%		0	0	0	0.0%	0	5	0	4.8%	-5	-5	0.0%	0.0%	
13 Other Sales & Service	62	-15.1%		0	102.0%		0	0	1	0.0%	0	3	0	6.3%	-3	-3	1.6%	1.6%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	896	-6.1%		0	57.2%		0	0	3	0.0%	0	47	0	5.6%	-47	-47	0.3%	0.3%	

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	3	0.0	3	0.0	
03 Professionals	1	0.0	2	0.0	
04 Semi-Professionals & Tech	1	0.0	0	0.0	
05 Supervisors	2	0.0	3	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	1	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	3	0.0	3	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	2	0.0	3	0.0	
13 Other Sales & Service	1	0.0	2	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	14		16		

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004126

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		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	Annually	Over 3 Years		From - To						
		2016-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-01	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	11	-6.5%		0	50.0%		0	0	0	0.0%	0	1	0	10.1%	-1	-1	0.0%	0.0%			
02	Middle & Other Managers	232	-5.6%		0	60.9%		0	0	16	0.0%	0	19	0	15.0%	-19	-19	6.9%	6.9%			
03	Professionals	68	6.9%		0	51.7%		0	0	15	0.0%	0	0	0	22.5%	0	0	22.1%	22.1%			
04	Semi-Professionals & Tech	37	-12.3%		0	74.2%		0	0	4	0.0%	0	5	0	24.1%	-5	-5	10.8%	10.8%			
05	Supervisors	35	-14.3%		0	73.7%		0	0	3	0.0%	0	7	0	28.9%	-7	-7	8.6%	8.6%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	50	-15.7%		0	52.5%		0	0	11	0.0%	0	5	0	31.3%	-5	-5	22.0%	22.0%			
08	Skilled Sales & Service	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	3	10.1%		0	57.1%		0	0	1	0.0%	0	-1	0	14.1%	1	1	33.3%	33.3%			
10	Clerical Personnel	278	-3.9%		0	55.2%		0	0	58	0.0%	0	46	0	37.3%	-46	-46	20.9%	20.9%			
11	Intermediate Sales & Service	6	-100.0%		0	166.7%		0	0	0	0.0%	0	2	0	31.1%	-2	-2	0.0%	0.0%			
12	Semi-Skilled Manual	114	-9.0%		0	25.0%		0	0	18	0.0%	0	28	0	40.5%	-28	-28	15.8%	15.8%			
13	Other Sales & Service	62	-15.1%		0	102.0%		0	0	7	0.0%	0	11	0	29.2%	-11	-11	11.3%	11.3%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		896	-6.1%		0	57.2%		0	0	133	0.0%	0	123	0	28.6%	-123	-123	14.8%	14.8%			

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

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

Table 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	1	0.0	
02	Middle & Other Managers	3	0.0	3	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	2	0.0	3	0.0	
05	Supervisors	2	0.0	3	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	2	0.0	3	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	3	0.0	3	0.0	
11	Intermediate Sales & Service	1	0.0	1	0.0	
12	Semi-Skilled Manual	3	0.0	3	0.0	
13	Other Sales & Service	3	0.0	3	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		19		23		

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004127

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																				
		All Employees								Women												
		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	Annually	Over 3 Years		From - To						
		2019-07-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-18		Annually	Over 3 Years	Annually	Over 3 Years		2019	2022					
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%				
01	Senior Managers	9	-6.5%		0	50.0%	2.0%	1	1	2	2.0%	0	0	0	27.6%	0	0	22.2%	22.2%			
02	Middle & Other Managers	195	-5.6%	1.0%	6	60.9%	15.0%	88	94	46	15.0%	21	54	37	39.4%	-31	-17	23.6%	30.8%			
03	Professionals	83	6.9%	8.0%	20	51.7%	15.0%	37	57	33	15.0%	15	31	27	47.6%	-7	-4	39.8%	43.7%			
04	Semi-Professionals & Tech	25	-12.3%	4.0%	3	74.2%	20.0%	15	18	6	20.0%	4	9	7	38.1%	-4	-2	24.0%	32.1%			
05	Supervisors	22	-14.3%	3.0%	2	73.7%	15.0%	10	12	3	15.0%	1	11	6	50.0%	-9	-5	13.6%	33.3%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	30	-15.7%		0	52.5%	15.0%	14	14	17	15.0%	8	15	0	79.2%	-7	-15	56.7%	30.0%			
08	Skilled Sales & Service	4	0.0%		0	100.0%	4.0%	0	0	0	4.0%	0	1	0	27.9%	-1	-1	0.0%	0.0%			
09	Skilled Crafts & Trades	4	10.1%		0	57.1%	10.0%	1	1	0	10.0%	0	0	0	1.4%	0	0	0.0%	0.0%			
10	Clerical Personnel	247	-3.9%		0	55.2%	15.0%	111	111	82	15.0%	37	121	56	50.0%	-84	-65	33.2%	40.9%			
11	Intermediate Sales & Service	0	-100.0%		0	166.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	86	-9.0%		0	25.0%	8.0%	21	21	1	8.0%	0	14	4	17.4%	-14	-10	1.2%	5.8%			
13	Other Sales & Service	38	-15.1%		0	102.0%	5.0%	6	6	9	5.0%	1	12	3	50.0%	-11	-9	23.7%	28.9%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		743	-6.1%		0	57.2%		0	0	199	0.0%	0	167	0	49.3%	-167	-167	26.8%	26.8%			

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0		0.0	
02	Middle & Other Managers		39.4		39.4	Difficult to close such a large gap
03	Professionals		47.6		47.6	
04	Semi-Professionals & Tech		38.1		38.1	
05	Supervisors		50.0		50.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		0.0		0.0	
08	Skilled Sales & Service		27.9		27.9	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		50.0		50.0	Difficult to close such a large gap
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		17.4		17.4	Difficult to close such a large gap
13	Other Sales & Service		50.0		50.0	
14	Other Manual Workers		0.0		0.0	
Total			0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004128

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)		All Employees							Aboriginal Peoples												
		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	Annually		Over 3 Years	From - To YYYY - YYYY					
		2019-07-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-18	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022						
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01	Senior Managers	9	-6.5%		0	50.0%	2.0%	1	1	0	2.0%	0	0	0	3.2%	0	0	0.0%	0.0%		
02	Middle & Other Managers	195	-5.6%	1.0%	6	60.9%	15.0%	88	94	1	15.0%	0	4	3	2.7%	-4	-1	0.5%	2.0%		
03	Professionals	83	6.9%	8.0%	20	51.7%	15.0%	37	57	0	15.0%	0	2	1	1.7%	-1	-1	0.0%	1.0%		
04	Semi-Professionals & Tech	25	-12.3%	4.0%	3	74.2%	20.0%	15	18	0	20.0%	0	1	0	1.8%	0	-1	0.0%	0.0%		
05	Supervisors	22	-14.3%	3.0%	2	73.7%	15.0%	10	12	0	15.0%	0	1	0	3.4%	-1	-1	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	30	-15.7%		0	52.5%	15.0%	14	14	0	15.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	4	0.0%		0	100.0%	4.0%	0	0	0	4.0%	0	0	0	1.2%	0	0	0.0%	0.0%		
09	Skilled Crafts & Trades	4	10.1%		0	57.1%	10.0%	1	1	0	10.0%	0	0	0	3.0%	0	0	0.0%	0.0%		
10	Clerical Personnel	247	-3.9%		0	55.2%	15.0%	111	111	3	15.0%	1	4	3	2.3%	-3	-1	1.2%	2.0%		
11	Intermediate Sales & Service	0	-100.0%		0	166.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	86	-9.0%		0	25.0%	8.0%	21	21	0	8.0%	0	1	0	1.7%	-1	-1	0.0%	0.0%		
13	Other Sales & Service	38	-15.1%		0	102.0%	5.0%	6	6	0	5.0%	0	1	0	3.6%	-1	-1	0.0%	0.0%		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		743	-6.1%		0	57.2%		0	0	4	0.0%	0	13	0	2.3%	-13	-13	0.5%	0.5%		

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0	0.0	
02	Middle & Other Managers	2.7	2.7	
03	Professionals	1.7	1.7	
04	Semi-Professionals & Tech	0.0	0.0	
05	Supervisors	3.4	3.4	
06	Supervisors: Crafts & Trades	0.0	0.0	
07	Administrative & Sr Clerical	0.0	0.0	
08	Skilled Sales & Service	0.0	0.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	2.3	2.3	
11	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	1.7	1.7	
13	Other Sales & Service	3.6	3.6	
14	Other Manual Workers	0.0	0.0	
Total		0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004129

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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								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						
	2019-07-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-18	Annually	Over 3 Years		2019	2022	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01/02 Managers	204	-6.0%	1.0%	6	55.4%	14.5%	89	95	4	14.5%	2	9	5	5.0%	5.0%	-6	-4	2.0%	3.3%	
03 Professionals	83	6.9%	8.0%	20	51.7%	15.0%	37	57	2	15.0%	1	8	5	8.9%	8.9%	-5	-3	2.4%	5.8%	
04 Semi-Professionals & Tech	25	-12.3%	4.0%	3	74.2%	20.0%	15	18	0	20.0%	0	2	1	7.6%	7.6%	-2	-1	0.0%	3.6%	
05 Supervisors	22	-14.3%	3.0%	2	73.7%	15.0%	10	12	0	15.0%	0	7	3	27.5%	27.5%	-6	-4	0.0%	12.5%	
06 Supervisors: Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	30	-15.7%	0	0	52.5%	15.0%	14	14	1	15.0%	0	2	1	10.0%	10.0%	-2	-1	3.3%	6.7%	
08 Skilled Sales & Service	4	0.0%	0	0	100.0%	4.0%	0	0	0	4.0%	0	0	0	8.0%	8.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	4	10.1%	0	0	57.1%	10.0%	1	1	0	10.0%	0	0	0	7.8%	7.8%	0	0	0.0%	0.0%	
10 Clerical Personnel	247	-3.9%	0	0	55.2%	15.0%	111	111	3	15.0%	1	21	10	9.3%	9.3%	-20	-11	1.2%	4.9%	
11 Intermediate Sales & Service	0	-100.0%	0	0	166.7%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	86	-9.0%	0	0	25.0%	8.0%	21	21	0	8.0%	0	9	2	10.3%	10.3%	-9	-7	0.0%	2.3%	
13 Other Sales & Service	38	-15.1%	0	0	102.0%	5.0%	6	6	1	5.0%	0	3	1	10.7%	10.7%	-3	-2	2.6%	5.3%	
14 Other Manual Workers	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	743	-6.1%	0	0	57.2%	0	0	0	11	0.0%	0	54	0	8.8%	8.8%	-54	-54	1.5%	1.5%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	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		7.6		7.6	
05 Supervisors		27.5		27.5	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		10.0		10.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		9.3		9.3	Difficult to close such a large gap
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		10.3		10.3	
13 Other Sales & Service		10.7		10.7	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Grand & Toy Inc.

[Date: 2019-07-18]

004130

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		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	Annually	Over 3 Years		From - To YYYY - YYYY						
		2019-07-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-18	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	9	-6.5%		0	50.0%	2.0%	1	1	0	2.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%		
02	Middle & Other Managers	195	-5.6%	1.0%	6	60.9%	15.0%	88	94	15	15.0%	7	27	17	17.6%	17.6%	-19	-10	7.7%	12.4%		
03	Professionals	83	6.9%	8.0%	20	51.7%	15.0%	37	57	19	15.0%	9	17	15	25.9%	25.9%	-2	-2	22.9%	24.3%		
04	Semi-Professionals & Tech	25	-12.3%	4.0%	3	74.2%	20.0%	15	18	4	20.0%	2	6	5	29.6%	29.6%	-3	-1	16.0%	25.0%		
05	Supervisors	22	-14.3%	3.0%	2	73.7%	15.0%	10	12	3	15.0%	1	6	4	34.6%	34.6%	-5	-2	13.6%	25.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	30	-15.7%		0	52.5%	15.0%	14	14	9	15.0%	4	5	5	34.5%	34.5%	-1	0	30.0%	33.3%		
08	Skilled Sales & Service	4	0.0%		0	100.0%	4.0%	0	0	1	4.0%	0	0	0	22.8%	0	0	0	25.0%	25.0%		
09	Skilled Crafts & Trades	4	10.1%		0	57.1%	10.0%	1	1	1	10.0%	0	0	0	12.9%	0	0	0	25.0%	25.0%		
10	Clerical Personnel	247	-3.9%		0	55.2%	15.0%	111	111	56	15.0%	25	73	47	42.2%	42.2%	-48	-26	22.7%	31.6%		
11	Intermediate Sales & Service	0	-100.0%		0	166.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	86	-9.0%		0	25.0%	8.0%	21	21	7	8.0%	2	35	10	46.4%	46.4%	-33	-25	8.1%	17.4%		
13	Other Sales & Service	38	-15.1%		0	102.0%	5.0%	6	6	4	5.0%	1	12	2	38.2%	38.2%	-11	-10	10.5%	13.2%		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		743	-6.1%		0	57.2%		0	0	119	0.0%	0	123	0	32.6%	32.6%	-123	-123	16.0%	16.0%		

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

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

Table 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	Difficult to close such a large gap
03	Professionals		25.9		25.9	
04	Semi-Professionals & Tech		29.6		29.6	
05	Supervisors		34.6		34.6	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		34.5		34.5	
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		42.2		42.2	Difficult to close such a large gap
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		46.4		46.4	Difficult to close such a large gap
13	Other Sales & Service		38.2		38.2	
14	Other Manual Workers		0.0		0.0	
Total			0.0		0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Grand & Toy Inc.

[Date: 2019-07-18]

004131

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			EE Result				All Employees	Women			All Employees	Women			All Employees	Women						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	%	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
01 Senior Managers	2016	11	4	36.4	27.4	3	1	132.7																	
	2019	9	2	22.2	27.6	2	0	80.5	1	0	0.0	0	0	0	3	0	0.0	1	-1	5	3	60.0	2	1	
02 Middle & Other Managers	2016	232	96	41.4	38.9	90	6	106.4																	
	2019	195	46	23.6	39.4	77	-31	59.9	77	17	22.1	30	-13	30	7	23.3	12	-5	130	35	26.9	54	-19		
03 Professionals	2016	68	41	60.3	46.5	32	9	129.7																	
	2019	83	33	39.8	47.6	40	-7	83.5	43	12	27.9	20	-8	12	7	58.3	7	0	39	11	28.2	24	-13		
04 Semi-Professionals & Technicians	2016	37	16	43.2	34.1	13	3	126.8																	
	2019	25	6	24.0	38.1	10	-4	63.0	14	5	35.7	5	0	0	0	0.0	0	0	23	5	21.7	10	-5		
05 Supervisors	2016	35	13	37.1	53.4	19	-6	69.6																	
	2019	22	3	13.6	53.7	12	-9	25.4	11	0	0.0	6	-6	2	0	0.0	1	-1	21	4	19.0	8	-4		
06 Supervisors: Crafts & Trades	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	

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		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	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	4	0	0.0									
02 Middle & Other Managers	2019	107	24	22.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	107	24	22.4									
03 Professionals	2019	55	19	34.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	55	19	34.5									
04 Semi-Professionals & Technicians	2019	14	5	35.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	14	5	35.7									
05 Supervisors	2019	13	0	0.0	2	0.0	0.0	0.0	4	0.0	0.0	0.0	
	2022	13	0	0.0									
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									

Federal Contractors Program Achievement Report

Part 4: Results - Women

Grand & Toy Inc.

[Date: 2019-07-18]

004132

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap				All Employees	Women			All Employees	Women			All Employees	Women						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	%	#	#	%	#	#	#	#		
07 Administrative & Senior Clerical	2016	50	39	78.0	80.0	40	-1	97.5																	
	2019	30	17	56.7	79.2	24	-7	71.5	9	3	33.3	7	-4	5	4	80.0	4	0	21	9	42.9	16	-7		
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	4	0	0.0	27.9	1	-1	0.0	3	1	33.3	1	0	0	0	0.0	0	0	2	1	50.0	0	1		
09 Skilled Crafts & Trades Workers	2016	3	0	0.0	1.6	0	0	0.0																	
	2019	4	0	0.0	1.4	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0		
10 Clerical Personnel	2016	278	120	43.2	66.8	186	-66	64.6																	
	2019	247	82	33.2	67.2	166	-84	49.4	107	13	12.1	72	-59	6	3	50.0	3	0	145	15	10.3	63	-48		
11 Intermediate Sales & Service Personnel	2016	6	5	83.3	62.5	4	1	133.3																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	5	3	60.0	4	-1		
12 Semi-Skilled Manual Workers	2016	114	3	2.6	19.4	22	-19	13.6																	
	2019	86	1	1.2	17.4	15	-14	6.7	5	0	0.0	1	-1	0	0	0.0	0	0	25	1	4.0	1	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Women	Women		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	14	7	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	14	7	50.0								
08 Skilled Sales & Service Personnel	2019	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	3	1	33.3								
09 Skilled Crafts & Trades Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	1	0	0.0								
10 Clerical Personnel	2019	113	16	14.2	5	320.0	0.0	0.0	15	106.7	0.0	0.0
	2022	113	16	14.2								
11 Intermediate 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								
12 Semi-Skilled Manual Workers	2019	5	0	0.0	2	0.0	0.0	0.0	5	0.0	0.0	0.0
	2022	5	0	0.0								

Federal Contractors Program Achievement Report

Part 4: Results - Women

Grand & Toy Inc.

[Date: 2019-07-18]

004133

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			EE Result				All Employees	Women			All Employees	Women			All Employees	Women					
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
#	#	%	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#		
13 Other Sales & Service Personnel	2016	62	26	41.9	51.6	32	-6	81.3																
	2019	38	9	23.7	52.9	20	-11	44.8	28	1	3.6	15	-14	1	0	0.0	0	0	0	51	6	11.8	21	-15
14 Other Manual Workers	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
Total	2016	896	363	40.5	49.1	440	-77	82.5																
	2019	743	199	26.8	49.3	366	-167	54.3	299	52	17.4	147	-95	59	21	35.6	24	-3	469	93	19.8	190	-97	

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		Women		Women			
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2019	29	1	3.4	2	50.0	0.0	0.0	4	25.0	0.0	0.0	
	2022	29	1	3.4			50.0	6.9			50.0	6.9	
14 Other Manual Workers	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	
Total	2019	358	73	20.4	11	663.6	0.0	0.0	28	260.7	0.0	0.0	
	2022	358	73	20.4			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Grand & Toy Inc.

[Date: 2019-07-18]

004134

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				Hires				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								
#	#	%	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%		
01 Senior Managers	2016	11	0	0.0	2.9	0	0	0.0																		
	2019	9	0	0.0	3.2	0	0	0.0	1	0	0.0	0	0	0	3	0	0.0	0	0	0	0	5	0	0.0	0	0
02 Middle & Other Managers	2016	232	3	1.3	2.2	5	-2	58.8																		
	2019	195	1	0.5	2.7	5	-4	19.0	77	0	0.0	2	-2	30	0	0.0	0	0	0	0	130	0	0.0	2	-2	
03 Professionals	2016	68	0	0.0	1.7	1	-1	0.0																		
	2019	83	0	0.0	1.7	1	-1	0.0	43	0	0.0	1	-1	12	0	0.0	0	0	0	0	39	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	37	0	0.0	1.8	1	-1	0.0																		
	2019	25	0	0.0	1.8	0	0	0.0	14	0	0.0	0	0	0	0	0.0	0	0	0	0	23	0	0.0	0	0	
05 Supervisors	2016	35	0	0.0	2.6	1	-1	0.0																		
	2019	22	0	0.0	3.4	1	-1	0.0	11	0	0.0	0	0	2	0	0.0	0	0	0	0	21	0	0.0	0	0	
06 Supervisors: Crafts & Trades	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	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	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	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	4	0	0.0									
02 Middle & Other Managers	2019	107	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	107	0	0.0									
03 Professionals	2019	55	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	55	0	0.0									
04 Semi-Professionals & Technicians	2019	14	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	14	0	0.0									
05 Supervisors	2019	13	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	13	0	0.0									
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Grand & Toy Inc.

[Date: 2019-07-18]

004135

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
		#	Representation	Availability		Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	%								
07 Administrative & Senior Clerical	2016	50	0	0.0	1.0	1	-1	0.0																		
	2019	30	0	0.0	1.0	0	0	0.0	9	0	0.0	0	0	0	5	0	0.0	0	0	21	0	0.0	0	0	0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	4	0	0.0	1.2	0	0	0.0	3	0	0.0	0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	3	0	0.0	2.7	0	0	0.0																		
	2019	4	0	0.0	3.0	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	0	0
10 Clerical Personnel	2016	278	0	0.0	2.2	6	-6	0.0																		
	2019	247	3	1.2	2.3	6	-3	52.8	107	1	0.9	2	-1	6	0	0.0	0	0	0	145	0	0.0	0	0	0	0
11 Intermediate Sales & Service Personnel	2016	6	0	0.0	0.8	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	5	0	0.0	0	0	0	0
12 Semi-Skilled Manual Workers	2016	114	1	0.9	1.7	2	-1	51.6																		
	2019	86	0	0.0	1.7	1	-1	0.0	5	0	0.0	0	0	0	0	0	0.0	0	0	25	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	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	14	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	14	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	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	0.0		
09 Skilled Crafts & Trades Workers	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		
10 Clerical Personnel	2019	113	1	0.9	2	50.0	0.0	0.0	4	25.0	0.0	0.0		
	2022	113	1	0.9			2.3	38.5			2.3	38.5		
11 Intermediate 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		
12 Semi-Skilled Manual Workers	2019	5	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	5	0	0.0			1.7	0.0			1.7	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Grand & Toy Inc.

[Date: 2019-07-18]

004136

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				Hires				Promotions				Terminations													
		#	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference										
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	%	#	#											
13 Other Sales & Service Personnel	2016	62	0	0.0	3.3	2	-2	0.0																				
	2019	38	0	0.0	3.6	1	-1	0.0	28	0	0.0	1	-1	1	0	0.0	0	0	0	0	0	0	0	51	0	0.0	0	0
14 Other Manual Workers	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	0	0.0	0
Total	2016	896	4	0.4	2.1	19	-15	21.3																				
	2019	743	4	0.5	2.3	17	-13	23.4	299	1	0.3	7	-6	59	0	0.0	0	0	0	0	0	0	0	469	0	0.0	2	-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		Aboriginal Peoples		Aboriginal Peoples		
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%	
13 Other Sales & Service Personnel	2019	29	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0
	2022	29	0	0.0			3.6	0.0			3.6	0.0
14 Other Manual Workers	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
Total	2019	358	1	0.3	8	12.5	0.0	0.0	7	14.3	0.0	0.0
	2022	358	1	0.3			0.0	0.0			0.0	0.0

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Grand & Toy Inc.

[Date: 2019-07-18]

004137

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities			EE Result				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	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 & 02 Managers	2016	243	0	0.0	4.3	10	-10	0.0																		
	2019	204	4	2.0	5.0	10	-6	39.2	78	1	1.3	4	-3	33	0	0.0	0	0	0	135	1	0.7	0	0	1	
03 Professionals	2016	68	0	0.0	3.8	3	-3	0.0																		
	2019	83	2	2.4	8.9	7	-5	27.1	43	0	0.0	4	-4	12	1	8.3	0	1	39	0	0.0	0	0	0	0	
04 Semi-Professionals & Technicians	2016	37	1	2.7	4.6	2	-1	58.8																		
	2019	25	0	0.0	7.6	2	-2	0.0	14	0	0.0	1	-1	0	0	0.0	0	0	23	1	4.3	1	0	0	0	
05 Supervisors	2016	35	0	0.0	13.9	5	-5	0.0																		
	2019	22	0	0.0	27.5	6	-6	0.0	11	0	0.0	3	-3	2	0	0.0	0	0	21	0	0.0	0	0	0	0	
06 Supervisors: Crafts & Trades	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	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2019	111	1	0.9	3	33.3	0.0	0.0	3	33.3	0.00	0.0		
	2022	111	1	0.9			5.0	18.0			5.00	18.0		
03 Professionals	2019	55	1	1.8	1	100.0	0.0	0.0	2	50.0	0.00	0.0		
	2022	55	1	1.8			8.9	20.4			8.90	20.4		
04 Semi-Professionals & Technicians	2019	14	0	0.0	1	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	14	0	0.0			7.6	0.0			7.60	0.0		
05 Supervisors	2019	13	0	0.0	2	0.0	0.0	0.0	3	0.0	0.00	0.0		
	2022	13	0	0.0			27.5	0.0			27.50	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Grand & Toy Inc.

[Date: 2019-07-18]

004138

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions				Terminations								
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities								
			Representation	Availability		Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	#	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
07 Administrative & Senior Clerical	2016	50	1	2.0	3.4	2	-1	58.8																		
	2019	30	1	3.3	10.0	3	-2	33.3	9	0	0.0	1	-1	5	0	0.0	0	0	0	0	0	21	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	4	0	0.0	8.0	0	0	0.0	3	0	0.0	0	0	0	0	0.0	0	0	0	0	0	2	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	3	0	0.0	3.8	0	0	0.0																		
	2019	4	0	0.0	7.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	2	0	0.0	0	0
10 Clerical Personnel	2016	278	0	0.0	7.0	19	-19	0.0																		
	2019	247	3	1.2	9.3	23	-20	13.1	107	0	0.0	10	-10	6	0	0.0	0	0	0	0	0	145	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	6	0	0.0	5.6	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	5	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	114	0	0.0	4.8	5	-5	0.0																		
	2019	86	0	0.0	10.3	9	-9	0.0	5	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	25	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Flow Data		Short-term Goals				Long-term Goals				
			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	14	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	14	0	0.0			10.0	0.0			10.0	0.0	
08 Skilled Sales & Service Personnel	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	0.0	
09 Skilled Crafts & Trades Workers	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	
10 Clerical Personnel	2019	113	0	0.0	3	0.0	0.0	0.0	3	0.0	0.0	0.0	
	2022	113	0	0.0			9.3	0.0			9.3	0.0	
11 Intermediate 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	
12 Semi-Skilled Manual Workers	2019	5	0	0.0	2	0.0	0.0	0.0	3	0.0	0.0	0.0	
	2022	5	0	0.0			10.3	0.0			10.3	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Grand & Toy Inc.

[Date: 2019-07-18]

004139

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions				Terminations								
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	62	1	1.6	6.3	4	-3	25.6																		
	2019	38	1	2.6	10.7	4	-3	24.6	28	1	3.6	3	-2	1	0	0.0	0	0	0	0	51	2	3.9	1	1	
14 Other Manual Workers	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	0	
Total	2016	896	3	0.3	5.6	50	-47	6.0																		
	2019	743	11	1.5	8.8	65	-54	16.8	299	2	0.7	26	-24	59	1	1.7	0	1	1	469	4	0.9	2	2		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals					
				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	29	1	3.4	1	100.0	0.0	0.0	2	50.0	0.0	0.0	
	2022	29	1	3.4			10.7	32.2			10.7	32.2	
14 Other Manual Workers	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	
Total	2019	358	3	0.8	14	21.4	0.0	0.0	16	18.8	0.0	0.0	
	2022	358	3	0.8			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Grand & Toy Inc.

[Date: 2019-07-18]

004140

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	Representation	Availability		Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	%							
01 Senior Managers	2016	11	0	0.0	10.1	1	-1	0.0																	
	2019	9	0	0.0	11.5	1	-1	0.0	1	0	0.0	0	0	0	3	0	0.0	0	0	5	0	0.0	0	0	0
02 Middle & Other Managers	2016	232	16	6.9	15.0	35	-19	46.0																	
	2019	195	15	7.7	17.6	34	-19	43.7	77	8	10.4	14	-6	30	3	10.0	2	1	130	11	8.5	9	2		
03 Professionals	2016	68	15	22.1	22.5	15	0	98.0																	
	2019	83	19	22.9	25.9	21	-2	88.4	43	9	20.9	11	-2	12	4	33.3	3	1	39	7	17.9	9	-2		
04 Semi-Professionals & Technicians	2016	37	4	10.8	24.1	9	-5	44.9																	
	2019	25	4	16.0	29.6	7	-3	54.1	14	2	14.3	4	-2	0	0	0.0	0	0	23	1	4.3	2	-1		
05 Supervisors	2016	35	3	8.6	28.9	10	-7	29.7																	
	2019	22	3	13.6	34.6	8	-5	39.4	11	2	18.2	4	-2	2	0	0.0	0	0	21	0	0.0	2	-2		
06 Supervisors: Crafts & Trades	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		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	4	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	4	0	0.0			11.5	0.0			11.5	0.0	
02 Middle & Other Managers	2019	107	11	10.3	3	366.7	0.0	0.0	3	366.7	0.0	0.0	
	2022	107	11	10.3			17.6	58.4			17.6	58.4	
03 Professionals	2019	55	13	23.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	55	13	23.6			25.9	91.3			25.9	91.3	
04 Semi-Professionals & Technicians	2019	14	2	14.3	2	100.0	0.0	0.0	3	66.7	0.0	0.0	
	2022	14	2	14.3			29.6	48.3			29.6	48.3	
05 Supervisors	2019	13	2	15.4	2	100.0	0.0	0.0	3	66.7	0.0	0.0	
	2022	13	2	15.4			34.6	44.5			34.6	44.5	
06 Supervisors: Crafts & Trades	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	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Grand & Toy Inc.

[Date: 2019-07-18]

004141

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions					Terminations						
		All Employees	Visible Minorities			EE Result				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	Actual	Expected	Difference							
#	#	%	%	#	%	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
07 Administrative & Senior Clerical	2016	50	11	22.0	31.3	16	-5	70.3																	
	2019	30	9	30.0	34.5	10	-1	87.0	9	0	0.0	3	-3	5	1	20.0	1	0	21	3	14.3	5	-2		
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	4	1	25.0	22.8	1	0	109.6	3	0	0.0	1	-1	0	0	0.0	0	0	2	0	0.0	0	0		
09 Skilled Crafts & Trades Workers	2016	3	1	33.3	14.1	0	1	236.4																	
	2019	4	1	25.0	12.9	1	0	193.8	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	1	-1		
10 Clerical Personnel	2016	278	58	20.9	37.3	104	-46	55.9																	
	2019	247	56	22.7	42.2	104	-48	53.7	107	10	9.3	45	-35	6	0	0.0	1	-1	145	9	6.2	30	-21		
11 Intermediate Sales & Service Personnel	2016	6	0	0.0	31.1	2	-2	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	5	0	0.0	0	0		
12 Semi-Skilled Manual Workers	2016	114	18	15.8	40.5	46	-28	39.0																	
	2019	86	7	8.1	46.4	40	-33	17.5	5	0	0.0	2	-2	0	0	0.0	0	0	25	2	8.0	4	-2		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		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	14	1	7.1	2	50.0	0.0	0.0	3	33.3	0.0	0.0	
	2022	14	1	7.1		34.5	20.7			34.5	20.7		
08 Skilled Sales & Service Personnel	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	0.0		
09 Skilled Crafts & Trades Workers	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		
10 Clerical Personnel	2019	113	10	8.8	3	333.3	0.0	0.0	3	333.3	0.0	0.0	
	2022	113	10	8.8		42.2	21.0			42.2	21.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	0	0	0.0		0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	5	0	0.0	3	0.0	0.0	0.0	3	0.0	0.0	0.0	
	2022	5	0	0.0		46.4	0.0			46.4	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Grand & Toy Inc.

[Date: 2019-07-18]

004142

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								
#	#	%	%	#	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	62	7	11.3	29.2	18	-11	38.7																		
	2019	38	4	10.5	38.2	15	-11	27.6	28	1	3.6	11	-10	1	0	0.0	0	0	0	51	1	2.0	6	-5		
14 Other Manual Workers	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	0	
Total	2016	896	133	14.8	28.6	256	-123	51.9																		
	2019	743	119	16.0	32.6	242	-123	49.1	299	32	10.7	97	-65	59	8	13.6	9	-1	469	34	7.2	70	-36			

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					All Employees	Visible Minorities					All Employees	Visible Minorities											
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met											
#	#	%	%	#	%	%	%	#	%	%	%	#	%	%	%											
13 Other Sales & Service Personnel	2019	29	1	3.4	3	33.3	0.0	0.0	3	33.3	0.0	0.0														
	2022	29	1	3.4			38.2	9.0					38.2	9.0												
14 Other Manual Workers	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												
Total	2019	358	40	11.2	19	210.5	0.0	0.0	23	173.9	0.0	0.0														
	2022	358	40	11.2			0.0	0.0					0.0	0.0												

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Grand & Toy Inc.
[Date: 2019-07-18]

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):

Some other considerations:

- We continue to aim to remove barriers by:
 - Continuing to offer a tuition reimbursement program to employees who are furthering their education and trying to gain new skill sets for advancement opportunities
 - Continuing to offer a larger variety of in-house training for all employees to create a learning environment

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.

- 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).

We experienced 3 significant layoffs between 2017-2019. It impacted about 139 associates, with the largest impact on the Middle Managers and Others Managers, Clerical, and Other Sales and Service Personnel EEOGs.

- 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: Grand & Toy Inc.

Primary Location: Toronto, Ontario

Number of Employees: 743

Ontario	488
Alberta	89
British Columbia	61
Quebec	40
Manitoba	24
New Brunswick	18
Nova Scotia	14
Newfoundland And Labrador	7
Saskatchewan	2

Organization Overview:

NAICS # 4532 (Office Supplies, Stationery and Gift Stores)

Grand & Toy provides workplace products and solutions serving Canadian businesses over 130 years. From the latest technology, interiors and furniture, everyday office supplies and facility resources to a wide range of print and document services

Key Dates – First Year Assessment

Initiated: 2016-08-11
 Received: 2016-08-11
 Closed: 2016-08-15
 Workforce
 Analysis: 2016-06-01

Key Dates – Subsequent Assessment

Initiated: 2019-08-11
 Received: 2019-08-21
 Workforce
 Analysis: 2019-07-18

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 2016-06-02 to 2019-07-18 which is consistent with that provided during the previous submission.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, all goals were set in numbers only. Progress assessed as per the goals set.

Women

05	Supervisors	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal not set
10	Clerical Personnel	Goal met (achieved 320.0%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 0.0%)
13	Other Sales & Service Personnel	Goal not met (achieved 50.0%)

Assessment/Observations

- EEOG 05 – Out of thirteen new entrants, none were women. The market availability is 53.4 %. The company had set a goal of hiring / promoting two while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 07 - Out of fourteen new entrants, seven were women. The market availability is 80.0%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 10 - Out of one hundred and thirteen new entrants, sixteen were women. The market availability is 66.8 %. The company had set a goal of hiring / promoting five while they hired / promoted sixteen. Thus achieved 320.0 % of the goal set.
- EEOG 12 - Out of five new entrants, none were women. The market availability is 19.4 %. The company had set a goal of hiring / promoting two while they hired / promoted none. Thus achieved 0.0 % of the goal set.

- EEOG 13 - Out of twenty-nine new entrants, one was woman. The market availability is 51.6 %. The company had set a goal of hiring / promoting two while they hired / promoted one. Thus achieved 50.0 % of the goal set.

Aboriginal Peoples

02	Middle & Other Managers	Goal not met (achieved 0.0%)
03	Professionals	Goal not met (achieved 0.0%)
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
05	Supervisors	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal not met (achieved 50.0%)
12	Semi-Skilled Manual Workers	Goal not set (achieved 0.0%)
13	Other Sales & Service Personnel	Goal not met (achieved 0.0%)

Assessment/Observations

- EEOG 02 - Out of one hundred and seven new entrants, none were from this designated group. The market availability is 2.2 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 03 - Out of fifty-five new entrants, none were from this designated group. The market availability is 1.7 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 04 - Out of fourteen new entrants, none were from this designated group. The market availability is 1.8 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 05 - Out of thirteen new entrants, none were from this designated group. The market availability is 2.6 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 07 - Out of fourteen new entrants, none were from this designated group. The market availability is 1.0 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 10 - Out of one hundred and thirteen new entrants, one was from this designated group. The market availability is 2.2 %. The company had set a goal of hiring / promoting two new entrants while they hired / promoted one. Thus achieved 50.0 % of the goal set.
- EEOG 12 - Out of five new entrants, none were from this designated group. The market availability is 1.7 %. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 13 - Out of twenty-nine new entrants, none was from this designated group. The market availability is 3.3 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.

Persons with Disabilities

01/02	Managers	Goal not met (achieved 33.3%)
03	Professionals	Goal met (achieved 100.0%)
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
05	Supervisors	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal not met (achieved 0.0%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 0.0%)
13	Other Sales & Service Personnel	Goal met (achieved 100.0%)

Assessment/Observations

- EEOG 01/02 - Out of one hundred and eleven new entrants, one was from this designated group. The market availability is 4.3 %. The company had set a goal of hiring / promoting three new entrants while they hired / promoted one. Thus achieved 33.3 % of the goal set.
- EEOG 03 - Out of fifty-five new entrants, one was from this designated group. The market availability is 3.8 %. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus achieved 100.0 % of the goal set.
- EEOG 04 - Out of fourteen new entrants, none was from this designated group. The market availability is 4.6 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 05 - Out of thirteen new entrants, none was from this designated group. The market availability is 13.9 %. The company had set a goal of hiring / promoting two new entrants while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 07 - Out of fourteen new entrants, none was from this designated group. The market availability is 3.4 %. The company had set a goal of hiring / promoting one new entrant while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 10 - Out of one hundred and thirteen new entrants, none was from this designated group. The market availability is 7.0 %. The company had set a goal of hiring / promoting three new entrants while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 12 - Out of five new entrants, none was from this designated group. The market availability is 4.8 %. The company had set a goal of hiring / promoting two new entrants while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 13 - Out of twenty-nine new entrants, one was from this designated group. The market availability is 6.3 %. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus achieved 100.0 % of the goal set.

Members of Visible Minorities

01	Senior Managers	Goal not set
----	-----------------	--------------

02	Middle & Other Managers	Goal met (achieved 366.7%)
04	Semi-Professionals & Technicians	Goal met (achieved 100.0%)
05	Supervisors	Goal met (achieved 100.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 50.0%)
10	Clerical Personnel	Goal met (achieved 333.3%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 0.0%)
13	Other Sales & Service Personnel	Goal not met (achieved 33.3%)

Assessment/Observations

- EEOG 01 - Out of four new entrants, none was from this designated group. The market availability is 10.1 %. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 02 - Out of one hundred and seven new entrants, eleven were from this designated group. The market availability is 15.0 %. The company had set a goal of hiring / promoting three new entrants and they hired / promoted eleven. Thus achieved 366.7 % of the goal set.
- EEOG 04 - Out of fourteen new entrants, two were from this designated group. The market availability is 24.1 %. The company had set a goal of hiring / promoting two new entrants and they hired / promoted two. Thus achieved 100.0 % of the goal set.
- EEOG 05 - Out of thirteen new entrants, two were from this designated group. The market availability is 28.9 %. The company had set a goal of hiring / promoting two new entrants and they hired / promoted two. Thus achieved 100.0 % of the goal set.
- EEOG 07 - Out of fourteen new entrants, one was from this designated group. The market availability is 31.3 %. The company had set a goal of hiring / promoting two new entrants while they hired / promoted one. Thus achieved 50.0 % of the goal set.
- EEOG 10 - Out of one hundred and thirteen new entrants, ten were from this designated group. The market availability is 37.3 %. The company had set a goal of hiring / promoting three new entrants and they hired / promoted ten. Thus achieved 333.3 % of the goal set.
- EEOG 11 – The Company did not hire anyone in this EEOG. The market availability is 31.1%. The Company had set a goal of hiring / promoting one new entrant and they hired /promoted none. Thus achieved 0.0% of the goal set.
- EEOG 12 - Out of five new entrants, none was from this designated group. The market availability is 40.5 %. The company had set a goal of hiring / promoting two new entrants while they hired / promoted none. Thus achieved 0.0 % of the goal set.
- EEOG 13 - Out of twenty-nine new entrants, one was from this designated group. The market availability is 29.2 %. The company had set a goal of hiring / promoting three new entrants and they hired / promoted one. Thus achieved 33.3 % of the goal set.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

- This assessment covers the data from 2016-06-02 to 2019-07-18. During their initial assessment, the organization had set twenty-nine short and long-term goals, and met seven above the 80% of the goal set and did not set any goals for two.
- The Company stated that they experienced three significant layoffs between 2017 and 2019. It affected about 139 associates, with the largest impact on the Middle Managers and Others Managers, Clerical, and Other Sales and Service Personnel EEOGs.
- Some other considerations that have been placed by the Company in order to remove the barriers are:
 - Continuing to offer a tuition reimbursement program to employees who are furthering their education and trying to gain new skill sets for advancement opportunities
 - Continuing to offer a larger variety of in-house training for all employees to create a learning environment
 - Continuing to offer a flexible work hours program
- We have been sharing best practices with other organizations and participating in external market surveys, with regards to women in the workplace, to learn more about the varied diversity initiatives that we could weave into our practices
- We have formed a woman's affinity group within the organization that aims to connect on relevant workplace topics including safety, advancement, mentorship and representation within the organization
- We have nominated a well-represented group of leaders to our internal leadership-training program, where there has been a 50% women representation/attendance in the last 3 years
- We will continue to educate our employees on the employment equity program

ASSESSMENT OF GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-31	39.4	39.4	23.6	39.4
03	Professionals	-7	47.6	47.6	39.8	47.6

04	Semi-Professionals & Technicians	-4	38.1	38.1	24.0	38.1
05	Supervisors	-9	50.0	50.0	13.6	53.7
08	Skilled Sales & Service Personnel	-1	27.9	27.9	0.0	27.9
10	Clerical Personnel	-84	50.0	50.0	33.2	67.2
12	Semi-Skilled Manual Workers	-14	17.4	17.4	1.2	17.4
13	Other Sales & Service Personnel	-11	50.0	50.0	23.7	52.9

Observations:

- For EEOG 05, EEOG 10 and EEOG 13, the short and long-term goals are set at 50.00% even though the market availability is 53.7%, 67.2% and 52.9% respectively, in order to avoid segregation.
- For EEOG 02, EEOG 03, EEOG 04, EEOG 08 and EEOG 12, short and long-term goals are set as per the market availability.
- For EEOG 02, EEOG 10 and EEOG 12, the organization stated that it is difficult to close such large gaps.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3 + years) # or %	%
02	Middle & Other Managers	-4	2.7	2.7	0.5	2.7
03	Professionals	-1	1.7	1.7	0.0	1.7
05	Supervisors	-1	3.4	3.4	0.0	3.4
10	Clerical Personnel	-3	2.3	2.3	1.2	2.3
12	Semi-Skilled Manual Workers	-1	1.7	1.7	0.0	1.7
13	Other Sales & Service Personnel	-1	3.6	3.6	0.0	3.6

Observations:

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-6	5.0	5.0	3.3	5.0
03	Professionals	-5	8.9	8.9	2.4	8.9
04	Semi-Professionals & Technicians	-2	7.6	7.6	0.0	7.6
05	Supervisors	-6	27.5	27.5	0.0	27.5
07	Admin. & Senior Clerical Personnel	-2	10.0	10.0	3.3	10.0
10	Clerical Personnel	-20	9.3	9.3	1.2	9.3
12	Semi-Skilled Manual Workers	-9	10.3	10.3	2.6	10.3
13	Other Sales & Service Personnel	-3	10.7	10.7	2.6	10.7

Observations:

- For EEOG 10, the organization stated that it is difficult to close such large gaps.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-19	17.6	17.6	7.7	17.6
03	Professionals	-2	25.9	25.9	22.9	25.9
04	Semi-Professionals & Technicians	-3	29.6	29.6	16.0	29.6
05	Supervisors	-5	34.6	34.6	13.6	34.6
07	Admin. & Senior Clerical Personnel	-1	34.5	34.5	30.0	34.5
10	Clerical Personnel	-48	42.2	42.2	22.7	42.2

12	Semi-Skilled Manual Workers	-33	46.4	46.4	8.1	46.4
13	Other Sales & Service Personnel	-11	38.2	38.2	10.5	38.2

Observations:

- For EEOG 02, EEOG 10 and EEOG 12, the organization stated that it is difficult to close such large gaps.

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:

- Grand & Toy Inc, has some large gaps in the designated groups of Women (EEOG 02, and EEOG 10), Persons with Disabilities (EEOG 10) and Members of Visible Minorities (EEOG 02, EEOG 10 and EEOG 12), and this is acceptable since they experienced three significant layoffs between 2017-2019.
- It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups.
- Grand & Toy Inc. is encouraged to adopt measures best suited to the organization in order to ensure making reasonable progress towards achieving its goals.

Name of Analyst: Neena Sharan

Date: October 09, 2019

From: Sharan, Neena N [NC] **On Behalf Of** EE-EME

Sent: October 18, 2019 9:41 AM

To: 'StandAbic@grandandtoy.com' <StandAbic@grandandtoy.com>; 'Carmen Zhang' <CarmenZhang@grandandtoy.com>

Subject: Government of Canada Agreement Number: 060355 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Stan Dabic:

I am writing to inform you that the subsequent compliance assessment initiated on August 11, 2019 has been completed. As a result of the assessment, Grand & Toy Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Grand & Toy Inc's employment equity program.

- Grand & Toy Inc, has some large gaps in the designated groups of Women (EEOG 02, and EEOG 10), Persons with Disabilities (EEOG 10) and Members of Visible Minorities(EEOG 02, EEOG 10 and EEOG 12), and this is acceptable since they experienced three significant layoffs between 2017-2019.
- It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups.
- Grand & Toy Inc. is encouraged to adopt measures best suited to the organization in order to ensure making reasonable progress towards achieving its goals.

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 August 11, 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, Grand & Toy Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

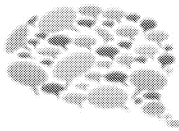
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Grand & Toy Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc.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!

From: Carmen Zhang <CarmenZhang@grandandtoy.com>
Sent: August 21, 2019 8:11 AM
To: Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>
Subject: Compliance Assessment for Grand & Toy

Hi Neena

Please see attached for the following from Grand & Toy:

- Forms 1 to 6 covering your workforce data at the national level (including hiring, promotion and termination data between the previous and subsequent compliance assessments);
- an updated workforce analysis including the Summary Report and Detailed Report; and
- a completed Achievement Report in Excel format that includes revised short-term and long-term numerical goals for any gaps in representation

If you could review and let me know if I am missing anything.

Please note that on the "Flow Data Analysis" tab of the Achievement Report on cell J8, I am unable to enter the date.

Thanks

Carmen

Carmen Zhang
Manager, Human Resources

200 Aviva Park Drive, Vaughan, Ontario L4L 9C7
E-mail: CarmenZhang@grandandtoy.com | Tel:416-401-8447 | Cell: 647-205-4389

Office Supplies | Interiors & Furniture | Print & Documents | Facility Resources | Technology

**Easy HR, helping you answer your everyday HR questions - Monday - Friday
8:30 a.m. - 5:00 p.m. Central Time at Telephone 1-866-432-7947, option 5
or easyHR@compucom.com**

grandandtoy.com

CONFIDENTIALITY NOTICE: The content of this e-mail (and attachments, if any) is privileged and confidential, and intended solely for its designated recipient(s). Any dissemination, distribution or copying of this e-mail, other than by its intended recipient(s), is strictly prohibited. If you have received this e-mail by error, please delete it and notify us immediately by reply e-mail.

CONFIDENTIALITY NOTICE: The information contained in this email and attached document(s) may contain confidential information that is intended only for the addressee(s). If you are not the intended recipient, you are hereby advised that any

disclosure, copying, distribution or the taking of any action in reliance upon the information is prohibited. If you have received this email in error, please immediately notify the sender and delete it from your system.

AVIS DE CONFIDENTIALITÉ : Ce courriel et ses pièces jointes peuvent contenir des renseignements confidentiels destinés uniquement au(x) destinataire(s). Si vous n'êtes pas le destinataire visé, nous vous avisons par la présente que toute divulgation, copie, distribution ou prise d'action fondée sur ces renseignements est interdite. Si vous avez reçu ce courriel par erreur, veuillez en aviser immédiatement l'expéditeur et supprimer le message de votre système.