

Labour Program
 Federal Contractors Program

OFFICIAL USE ONLY

Agreement N°:

10000466

Agreement to Implement Employment Equity

(All sections must be completed)

 New Agreement Revised Agreement

ORGANIZATION	
Legal Name of Organization Tiree Facility Solutions Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/1st-liste-eng.htm 541611	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated
Total number of employees (Permanent Full-Time and/or Part-Time) 131	

HEAD OFFICE			
Address (building number, street, suite, etc.) 424 Parkdale Avenue Suite 200	City Ottawa	Province ON	Postal Code K1Y 1R1
Telephone Number 613-222-2450			

EMPLOYMENT EQUITY CONTACT			
Name (print) Natasha Palmer	Title HR Specialist		
Telephone Number 613-222-2450	E-mail Address npalmer@tiree.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY		
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.		
Name (print) Valerie Allen	Title Executive Vice-President	
Telephone Number 613-222-2460	E-mail Address vallen@tiree.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
[REDACTED]		
[REDACTED]		

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESOC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS

IMPORTANT

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



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **Tiree Facility Solutions Inc.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **10000466**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) December 15th, 2019 for the following reason(s):

(Please describe) **We recently experienced an employee change in our Human Resources department which is responsible for providing the data for the subsequent assessment due on November 19th, 2019. Unfortunately this change has meant that our capacity to meet our daily Human Resources activities and the opportunity to focus on delivering the information required for the assessment has been greatly reduced. We therefore respectfully request an extension which would allow us to focus on this very important initiative in a manner that it deserves.**

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

Name: **Valerie Allen**

Position Title: **Chief Operating Officer**

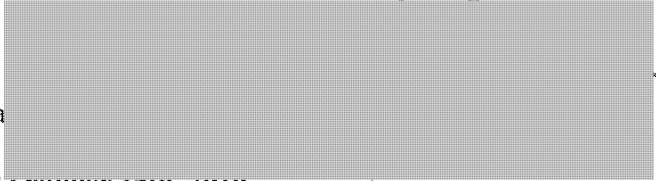
Email address: **vallen@tiree.ca**

Telephone number: **613-794-6908**

Business address: **1050 Morrison Drive, Suite 200, Ottawa, ON K2H 8K7**



Signature



Date: October 15th, 2019

From: Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME
Sent: October 15, 2019 1:47 PM
To: 'vallen@tiree.ca' <vallen@tiree.ca>
Cc: Margaret Grechuta <mgrechuta@tiree.ca>; 'Natasha Palmer' <npalmer@tiree.ca>
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information - 10000466

Good afternoon,

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

As requested, we hereby grant you an extension until **December 15, 2019**.

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

Équipe de l'équité en emploi / Workplace Equity Team

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

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



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

From: Natasha Palmer <npalmer@tiree.ca>
Sent: October-15-19 11:37 AM
To: Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>
Cc: Margaret Grechuta <mgrechuta@tiree.ca>
Subject: RE: Government of Canada Agreement 10000466 (Tiree Facility Solutions Inc - November 19, 2019 Assessment Report)

Good morning Mr. Yakibonge,

Thank you for your prompt response to our email. As requested, please see the attached completed extension request form. We look forward to hearing from you.

Best regards,

Natasha Palmer
Manager, Human Resources

Tiree Facility Solutions Inc.
1050 Morrison Drive, Suite 200
Ottawa, ON K2H 8K7
M. 613.222.3667
T. 613.222.2460
F. 613.820.2867
npalmer@tiree.ca
www.tiree.ca

From: maurice.yakibonge@labour-travail.gc.ca <maurice.yakibonge@labour-travail.gc.ca>
Sent: Tuesday, October 15, 2019 7:15 AM
To: Natasha Palmer <npalmer@tiree.ca>
Cc: Margaret Grechuta <mgrechuta@tiree.ca>
Subject: RE: Government of Canada Agreement 10000466 (Tiree Facility Solutions Inc - November 19, 2019 Assessment Report)

Good morning Natasha,

Thank you for your email.

Please find attached an application for requesting an extension. The application must be signed by a senior official of your organization (CEO, President or vice-president or authorized manager). Please complete the form and return it to us at as soon as possible.

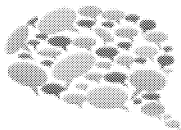
If you have any questions, please do not hesitate to contact me.

Kind regards,

Maurice Ntambwe Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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: Natasha Palmer <npalmer@tiree.ca>

Sent: October-11-19 5:15 PM

To: Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>

Cc: Margaret Grechuta <mgrechuta@tiree.ca>

Subject: RE: Government of Canada Agreement 10000466 (Tiree Facility Solutions Inc - November 19, 2019 Assessment Report)

Good afternoon Mr. Yakibonge,

Thank you for your email notification dated October 1st, 2019 advising Tiree Facility Solutions Inc. to submit a subsequent compliance assessment in order to evaluate our organization's Employment Equity progress.

Tiree has recently experienced some movement within our Human Resources department (we lost a resource) and meeting the November 19th, 2019 deadline would prove to be difficult for our existing team. We would therefore appreciate an extension to December 15th, 2019. I would welcome an opportunity to discuss directly with you in more detail.

Thank you in advance for your consideration.

Respectfully,

Natasha Palmer
Manager, Human Resources

Tiree Facility Solutions Inc.
1050 Morrison Drive, Suite 200
Ottawa, ON K2H 8K7
M. 613.222.3667
T. 613.222.2460
F. 613.820.2867
npalmer@tiree.ca
www.tiree.ca



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

Reporting Period 2015-12-14 to 2019-12-05

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	174	0	0	174	Ottawa - Gatineau	174	0	0	174
Total Employees in Canada				174	Total Employees in Canada				174



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-12-14 to 2019-12-05

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	7	5	2				1	1				
	Total	7	5	2				1	1				
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	69	40	29	1	1		3	3		13	7	6
	Total	69	40	29	1	1		3	3		13	7	6
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	23	12	11							6	2	4
	Total	23	12	11							6	2	4
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	43	15	28	1	1		1		1	9	4	5
	Total	43	15	28	1	1		1		1	9	4	5



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-12-14 to 2019-12-05

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
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	5	27							4		4
	Total		32	5	27						4		4
Total Number of Employees		174	77	97	2	2		5	4	1	32	13	19



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2015-12-14 to 2019-12-05

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	174	77	97	2	2		5	4	1	32	13	19
Total Number of Employees	174	77	97	2	2		5	4	1	32	13	19



Tire Facility Solutions Inc. (certificate # 10000466)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Ontario
Reporting Period 2015-12-14 to 2019-12-05

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	75	49	26	1	1		4	4		16	10	6
Professionals	26	13	13							6	2	4
Semi-Professionals and Technicians	42	20	22	1	1		2	1	1	8	4	4
Administrative and Senior Clerical Personnel	48	7	41							6		6
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Hired	192	89	103	2	2		6	5	1	36	16	20



Tire Facility Solutions Inc. (certificate # 10000466)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2015-12-14 to 2019-12-05

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	5	3	2									
Middle and Other Managers	13	6	7							1		1
Professionals	3		3							2		2
Semi-Professionals and Technicians	6		6									
Administrative and Senior Clerical Personnel	4		4									
Total Number of Employees Promoted	31	9	22							3		3
Total Number of Promotions	36	11	25							3		3



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2015-12-14 to 2019-12-05

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	3	1	2									
Middle and Other Managers	39	24	15				1	1		6	4	2
Professionals	5	2	3									
Semi-Professionals and Technicians	19	9	10				2	1	1			
Administrative and Senior Clerical Personnel	22	2	20							2		2
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Terminated	89	38	51				3	2	1	8	4	4



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-05

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	7	2	28.6 %	27.6 %	2	0	National
02 : Middle and Other Managers	National	69	29	42.0 %	39.4 %	27	2	National
03 : Professionals		23	11	47.8 %	42.0 %	10	1	
1112 : Financial and investment analysts	National	4	1	25.0 %	44.9 %	2	-1	National
1122 : Professional occupations in business management consulting	National	15	7	46.7 %	42.7 %	6	1	National
2147 : Computer engineers (except software engineers and designers)	National	1	1	100.0 %	11.1 %	0	1	National
2151 : Architects	National	2	1	50.0 %	32.4 %	1	0	National
5125 : Translators, terminologists and interpreters	National	1	1	100.0 %	69.7 %	1	0	National
04 : Semi-Professionals and Technicians		43	28	65.1 %	58.3 %	25	3	
2231 : Civil engineering technologists and technicians	Ontario	5	0	0.0 %	14.9 %	1	-1	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	9.1 %	0	0	Ontario
2251 : Architectural technologists and technicians	Ontario	9	6	66.7 %	29.8 %	3	3	Ontario
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	29.2 %	0	0	Ontario
5242 : Interior designers and interior decorators	Ontario	27	22	81.5 %	78.7 %	21	1	Ontario
07 : Administrative and Senior Clerical Personnel		32	27	84.4 %	76.8 %	25	2	
Employment Equity Occupational Group	Ottawa - Gatineau	32	27	84.4 %	76.8 %	25	2	Ottawa - Gatineau
Total		174	97	55.7 %	50.8 %	89	8	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-05

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	7	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	69	1	1.4 %	2.7 %	2	-1	National
03 : Professionals		23	0	0.0 %	1.4 %	0	0	
1112 : Financial and investment analysts	National	4	0	0.0 %	0.8 %	0	0	National
1122 : Professional occupations in business management consulting	National	15	0	0.0 %	1.6 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	0.8 %	0	0	National
2151 : Architects	National	2	0	0.0 %	0.7 %	0	0	National
5125 : Translators, terminologists and interpreters	National	1	0	0.0 %	3.5 %	0	0	National
04 : Semi-Professionals and Technicians		43	1	2.3 %	1.3 %	1	0	
2231 : Civil engineering technologists and technicians	Ontario	5	0	0.0 %	1.9 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
2251 : Architectural technologists and technicians	Ontario	9	1	11.1 %	1.0 %	0	1	Ontario
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
5242 : Interior designers and interior decorators	Ontario	27	0	0.0 %	1.3 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		32	0	0.0 %	3.4 %	1	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	32	0	0.0 %	3.4 %	1	-1	Ottawa - Gatineau
Total		174	2	1.1 %	2.3 %	4	-2	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-12-05

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	7	0	0.0 %	11.5 %	1	-1	National
02 : Middle and Other Managers	National	69	13	18.8 %	17.6 %	12	1	National
03 : Professionals		23	6	26.1 %	29.0 %	7	-1	
1112 : Financial and investment analysts	National	4	1	25.0 %	37.8 %	2	-1	National
1122 : Professional occupations in business management consulting	National	15	3	20.0 %	26.4 %	4	-1	National
2147 : Computer engineers (except software engineers and designers)	National	1	1	100.0 %	42.7 %	0	1	National
2151 : Architects	National	2	0	0.0 %	26.4 %	1	-1	National
5125 : Translators, terminologists and interpreters	National	1	1	100.0 %	25.8 %	0	1	National
04 : Semi-Professionals and Technicians		43	9	20.9 %	23.9 %	10	-1	
2231 : Civil engineering technologists and technicians	Ontario	5	1	20.0 %	23.7 %	1	0	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	1	1	100.0 %	26.2 %	0	1	Ontario
2251 : Architectural technologists and technicians	Ontario	9	4	44.4 %	29.8 %	3	1	Ontario
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	33.4 %	0	0	Ontario
5242 : Interior designers and interior decorators	Ontario	27	3	11.1 %	21.6 %	6	-3	Ontario
07 : Administrative and Senior Clerical Personnel		32	4	12.5 %	14.1 %	5	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	32	4	12.5 %	14.1 %	5	-1	Ottawa - Gatineau
Total		174	32	18.4 %	19.8 %	35	-3	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-05

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	76	4	5.3 %	5.0 %	4	0	National
03 : Professionals	National	23	0	0.0 %	8.9 %	2	-2	National
04 : Semi-Professionals and Technicians	National	43	1	2.3 %	7.6 %	3	-2	National
07 : Administrative and Senior Clerical Personnel	National	32	0	0.0 %	10.0 %	3	-3	National
Total		174	5	2.9 %	7.1 %	12	-7	

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: 2019-12-05

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

test

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-12-05

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Summary Report

Date: 2019-12-05

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	2	28.6 %	27.6 %	2	0
02 : Middle and Other Managers	69	29	42.0 %	39.4 %	27	2
03 : Professionals	23	11	47.8 %	42.0 %	10	1
04 : Semi-Professionals and Technicians	43	28	65.1 %	58.3 %	25	3
07 : Administrative and Senior Clerical Personnel	32	27	84.4 %	76.8 %	25	2
Total	174	97	55.7 %	50.8 %	89	8

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Summary Report

Date: 2019-12-05

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	69	1	1.4 %	2.7 %	2	-1
03 : Professionals	23	0	0.0 %	1.4 %	0	0
04 : Semi-Professionals and Technicians	43	1	2.3 %	1.3 %	1	0
07 : Administrative and Senior Clerical Personnel	32	0	0.0 %	3.4 %	1	-1
Total	174	2	1.1 %	2.3 %	4	-2

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Summary Report

Date: 2019-12-05

007733

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	11.5 %	1	-1
02 : Middle and Other Managers	69	13	18.8 %	17.6 %	12	1
03 : Professionals	23	6	26.1 %	29.0 %	7	-1
04 : Semi-Professionals and Technicians	43	9	20.9 %	23.9 %	10	-1
07 : Administrative and Senior Clerical Personnel	32	4	12.5 %	14.1 %	5	-1
Total	174	32	18.4 %	19.8 %	35	-3

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tiree Facility Solutions Inc.

Workforce Analysis - Summary Report

Date: 2019-12-05

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	76	4	5.3 %	5.0 %	4	0
03 : Professionals	23	0	0.0 %	8.9 %	2	-2
04 : Semi-Professionals and Technicians	43	1	2.3 %	7.6 %	3	-2
07 : Administrative and Senior Clerical Personnel	32	0	0.0 %	10.0 %	3	-3
Total	174	5	2.9 %	7.1 %	12	-7

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-12-05

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

test

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-12-05

007736

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tiree Facility Solutions Inc.

2019-12-15

Start Date of Flow Data		
YYYY	MM	DD
2016	12	14

End Date of Flow Data		
YYYY	MM	DD
2019	12	05

Data from Form 4 - Employees Hired

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Table 2: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	75	1	0	0
03 Professionals	26	0	0	0
04 Semi-Professionals & Technicians	42	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	48	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	192	2	0	0

Data from Form 5 - Employees Promoted

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Table 6: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#

01 Senior Managers	5	0	0	0
02 Middle & Other Managers	13	0	0	0
03 Professionals	3	0	0	0
04 Semi-Professionals & Technicians	6	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	31	0	0	0

Data from Form 6 - Employees Terminated

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Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#

01 Senior Managers	3	0	0	0
02 Middle & Other Managers	39	0	0	0
03 Professionals	5	0	0	0
04 Semi-Professionals & Technicians	19	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	89	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tiree Facility Solutions Inc.

2019-12-15

Start Date of Flow Data		
YYYY	MM	DD
2016	12	14

End Date of Flow Data		
YYYY	MM	DD
2019	12	05

Data from Form 4 - Employees Hired

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Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	75	4	0	0
03 Professionals	26	0	0	0
04 Semi-Professionals & Technicians	42	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	48	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	192	6	0	0

Data from Form 5 - Employees Promoted

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Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

01 Senior Managers	5	0	0	0
02 Middle & Other Managers	13	0	0	0
03 Professionals	3	0	0	0
04 Semi-Professionals & Technicians	6	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	31	0	0	0

Data from Form 6 - Employees Terminated

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Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	3	0	0	0
02 Middle & Other Managers	39	1	0	0
03 Professionals	5	0	0	0
04 Semi-Professionals & Technicians	19	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	89	3	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tiree Facility Solutions Inc.

2019-12-15

Start Date of Flow Data		
YYYY	MM	DD
2016	12	14

End Date of Flow Data		
YYYY	MM	DD
2019	12	05

Data from Form 4 - Employees Hired

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Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	75	16	0	0
03 Professionals	26	6	0	0
04 Semi-Professionals & Technicians	42	8	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	48	6	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	192	36	0	0

Data from Form 5 - Employees Promoted

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Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

01 Senior Managers	5	0	0	0
02 Middle & Other Managers	13	1	0	0
03 Professionals	3	2	0	0
04 Semi-Professionals & Technicians	6	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	31	3	0	0

Data from Form 6 - Employees Terminated

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Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

01 Senior Managers	3	0	0	0
02 Middle & Other Managers	39	6	0	0
03 Professionals	5	0	0	0
04 Semi-Professionals & Technicians	19	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	2	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	89	8	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

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

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2016-12-14	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	Annually		Over 3 Years	From - To YYYY - YYYY					
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
	01 Senior Managers	10	-11.2%		0	35.3%		0	0	4	0.0%	0	-1	0	27.4%	1	1	40.0%	40.0%
02 Middle & Other Managers	68	0.5%		0	56.9%		0	0	31	0.0%	0	-5	0	38.9%	5	5	45.6%	45.6%	
03 Professionals	4	79.2%		0	37.0%		0	0	2	0.0%	0	0	0	48.5%	0	0	50.0%	50.0%	
04 Semi-Professionals & Tech	25	19.8%		0	55.9%		0	0	18	0.0%	0	-2	0	62.9%	2	2	72.0%	72.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	14	31.7%		0	95.7%		0	0	13	0.0%	0	-2	0	77.2%	2	2	92.9%	92.9%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	121	12.9%		0	60.3%		0	0	68	0.0%	0	-68	0	0.0%	68	68	56.2%	56.2%	

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

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

Table 2: 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	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
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	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

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 YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2016-12-14	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	Annually		Over 3 Years	From - To YYYY - YYYY					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	10	-11.2%		0	35.3%		0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	68	0.5%		0	56.9%		0	1	0	0.0%	0	0	0	2.2%	0	0	1.5%	1.5%	
03 Professionals	4	79.2%		0	37.0%		0	0	0	0.0%	0	0	0	1.5%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	25	19.8%		0	55.9%		0	0	0	0.0%	0	0	0	1.1%	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	14	31.7%		0	95.7%		0	0	0	0.0%	0	0	0	3.2%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	121	12.9%		0	60.3%		0	0	1	0.0%	0	-1	0	0.0%	1	1	0.8%	0.8%	

† 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 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
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	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	All Employees								Persons with Disabilities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2016-12-14	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	Annually		Over 3 Years	2016					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	78	-5.4%		0	46.1%		0	0	3	0.0%	0	0	0	4.3%	0	0	3.8%	3.8%	
03 Professionals	4	79.2%		0	37.0%		0	0	0	0.0%	0	0	0	3.8%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	25	19.8%		0	55.9%		0	0	2	0.0%	0	-1	0	4.6%	1	1	8.0%	8.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	14	31.7%		0	95.7%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	121	12.9%		0	60.3%		0	0	5	0.0%	0	-5	0	0.0%	5	5	4.1%	4.1%	

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
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	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

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)	First/Previous Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2016-12-14	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2016-12-14		Annually	Over 3 Years					
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	10	-11.2%	5.0%	2	35.3%	2.5%	1	3	0	2.5%	0	1	1	17.0%	10.1%	-1	0	0.0%	8.3%
02 Middle & Other Managers	68	0.5%	20.0%	41	56.9%	2.0%	4	45	6	2.0%	0	10	7	15.0%	15.0%	-4	-3	8.8%	11.9%
03 Professionals	4	79.2%	10.0%	1	37.0%	5.0%	1	2	0	5.0%	0	1	1	25.0%	24.6%	-1	0	0.0%	20.0%
04 Semi-Professionals & Tech	25	19.8%	20.0%	15	55.9%	4.0%	3	18	2	4.0%	0	6	4	21.2%	21.2%	-3	-2	8.0%	15.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/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	14	31.7%	15.0%	6	95.7%	10.0%	4	10	2	10.0%	1	1	1	12.2%	12.2%	0	0	14.3%	10.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled 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!
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	121	12.9%		0	60.3%		0	0	10	0.0%	0	-10	0	0.0%	10	10	8.3%	8.3%	

† 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 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	1	0.0	2	0.0	
02 Middle & Other Managers	7	0.0	10	0.0	
03 Professionals	1	0.0	2	0.0	
04 Semi-Professionals & Tech	4	0.0	6	0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical	1	0.0	2	0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2019-12-05	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2019-12-05		Annually	Over 3 Years					
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	
	01 Senior Managers	7	-11.2%	12.0%	3	35.3%	12.0%	3	6	2	12.0%	1	2	0	27.6%	0	-2	28.6%	10.0%
02 Middle & Other Managers	69	0.5%	12.0%	25	56.9%	19.5%	40	65	29	19.5%	17	25	0	39.4%	2	-25	42.0%	12.8%	
03 Professionals	23	79.2%	12.0%	8	37.0%	7.0%	5	13	11	7.0%	2	4	0	42.0%	1	-4	47.8%	29.0%	
04 Semi-Professionals & Tech	43	19.8%	12.0%	15	55.9%	15.0%	19	34	28	15.0%	13	19	0	58.3%	3	-19	65.1%	25.9%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	32	31.7%	12.0%	12	95.7%	23.0%	22	34	27	23.0%	19	26	0	76.8%	2	-26	84.4%	18.2%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	174	12.9%		0	60.3%		0	0	97	0.0%	0	-9	0	50.8%	9	9	55.7%	55.7%	

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

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

Table 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	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
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	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

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 YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2019-12-05	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2019-12-05		Annually	Over 3 Years					
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
	01 Senior Managers	7	-11.2%	12.0%	3	35.3%	12.0%	3	6	0	12.0%	0	0	0	3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	69	0.5%	12.0%	25	56.9%	19.5%	40	65	1	19.5%	1	3	4.0%	2.7%	-1	0	1.4%	3.2%	
03 Professionals	23	79.2%	12.0%	8	37.0%	7.0%	5	13	0	7.0%	0	0	1.4%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	43	19.8%	12.0%	15	55.9%	15.0%	19	34	1	15.0%	0	0	1.3%	0	0	2.3%	1.7%		
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	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	32	31.7%	12.0%	12	95.7%	23.0%	22	34	0	23.0%	0	1	3.4%	3.4%	-1	0	0.0%	2.3%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	174	12.9%		0	60.3%		0	0	2	0.0%	0	2		2.3%	-2	-2	1.1%	1.1%	

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

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

Table 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	4.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	3.4	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-term Goals																		
	All Employees								Persons with Disabilities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2019-12-05	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	Annually		Over 3 Years	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01/02 Managers	76	-5.4%	12.0%	27	46.1%	19.0%	43	70	4	19.0%	2	3	0	5.0%	1	-3	5.7%	2.2%	
03 Professionals	23	79.2%	12.0%	8	37.0%	7.0%	5	13	0	7.0%	3	3	20.0%	8.9%	-2	0	0.0%	9.7%	
04 Semi-Professionals & Tech	43	19.8%	12.0%	15	55.9%	15.0%	19	34	1	15.0%	0	3	7.6%	7.6%	-2	0	2.3%	6.9%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	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	32	31.7%	12.0%	12	95.7%	23.0%	22	34	0	23.0%	0	4	12.0%	10.0%	-3	0	0.0%	9.1%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	174	12.9%		0	60.3%		0	0	5	0.0%	0	7	0	7.1%	-7	-7	3.0%	3.0%	

† 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 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	0.0	0.0	
03 Professionals	20.0	0.0	
04 Semi-Professionals & Tech	7.6	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	12.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tiree Facility Solutions Inc.

2019-12-15

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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2019-12-05	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2019-12-05		Annually	Over 3 Years					
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
	01 Senior Managers	7	-11.2%	20.0%	4	35.3%	12.0%	3	7	0	12.0%	0	1	1	11.5%	11.5%	-1	0	0.0%
02 Middle & Other Managers	69	0.5%	20.0%	41	56.9%	19.5%	40	81	13	19.5%	8	14	0	17.6%	17.6%	1	-14	18.8%	4.5%
03 Professionals	23	79.2%	20.0%	14	37.0%	7.0%	5	19	6	7.0%	1	6	6	29.0%	29.0%	-1	0	26.1%	29.7%
04 Semi-Professionals & Tech	43	19.8%	20.0%	26	55.9%	15.0%	19	45	9	15.0%	4	11	11	25.0%	23.9%	-1	0	20.9%	23.2%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/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	32	31.7%	20.0%	19	95.7%	23.0%	22	41	4	23.0%	3	6	6	14.1%	14.1%	-1	0	12.5%	13.7%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled 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!
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	174	12.9%		0	60.3%		0	0	32	0.0%	0	2	0	19.8%		-2	-2	18.4%	18.4%

† 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 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	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	29.0	0.0	
04 Semi-Professionals & Tech	25.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	14.1	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Tiree Facility Solutions Inc.

2019-12-15

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			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#			
01 Senior Managers	2016	10	4	40.0	27.4	3	1	146.0																
	2019	7	2	28.6	27.6	2	0	103.5	0	0	0.0	0	0	5	2	40.0	2	0	3	2	66.7	1	1	
02 Middle & Other Managers	2016	68	31	45.6	38.9	26	5	117.2																
	2019	69	29	42.0	39.4	27	2	106.7	75	26	34.7	30	-4	13	7	53.8	6	1	39	15	38.5	18	-3	
03 Professionals	2016	4	2	50.0	48.5	2	0	103.1																
	2019	23	11	47.8	42.0	10	1	113.9	26	13	50.0	11	2	3	3	100.0	2	2	5	3	60.0	3	1	
04 Semi-Professionals & Technicians	2016	25	18	72.0	62.9	16	2	114.5																
	2019	43	28	65.1	58.3	25	3	111.7	42	22	52.4	24	-2	6	6	100.0	4	2	19	10	52.6	14	-4	
05 Supervisors	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	
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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2019	5	2	40.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	2	40.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	88	33	37.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	88	33	37.5			0.0	0.0			0.0	0.0		
03 Professionals	2019	29	16	55.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	29	16	55.2			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	48	28	58.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	48	28	58.3			0.0	0.0			0.0	0.0		
05 Supervisors	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		
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 4: Results - Women

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	14	13	92.9	77.2	11	2	120.3																		
	2019	32	27	84.4	76.8	25	2	109.9	48	41	85.4	37	4	4	4	100.0	4	0	22	20	90.9	20	0			
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0			
09 Skilled Crafts & Trades 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			
10 Clerical Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0			
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	1	1	100.0	0	1	0	0	0.0	0	0	1	1	100.0	0	1			
12 Semi-Skilled 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			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	52	45	86.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	52	45	86.5			0.0	0.0			0.0	0.0		
08 Skilled 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		
09 Skilled Crafts & Trades 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		
10 Clerical 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		
11 Intermediate Sales & Service Personnel	2019	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	1	100.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled 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		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Tiree Facility Solutions Inc.

2019-12-15

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 (EOG)	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			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	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	
Total	2016	121	68	56.2	0.0	0	68	0.0																
	2019	174	97	55.7	50.8	88	9	109.7	192	103	53.6	98	5	31	22	71.0	17	5	89	51	57.3	50	1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2019	223	125	56.1	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	223	125	56.1			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	10	0	0.0	2.9	0	0	0.0																
	2019	7	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	5	0	0.0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2016	68	1	1.5	2.2	1	0	66.8																
	2019	69	1	1.4	2.7	2	-1	53.7	75	1	1.3	2	-1	13	0	0.0	0	0	39	0	0.0	1	-1	
03 Professionals	2016	4	0	0.0	1.5	0	0	0.0																
	2019	23	0	0.0	1.4	0	0	0.0	26	0	0.0	0	0	3	0	0.0	0	0	5	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	25	0	0.0	1.1	0	0	0.0																
	2019	43	1	2.3	1.3	1	0	178.9	42	1	2.4	1	0	6	0	0.0	0	0	19	0	0.0	0	0	
05 Supervisors	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	
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	

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	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	88	1	1.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	88	1	1.1			4.0	28.4			0.0	0.0		
03 Professionals	2019	29	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	29	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	48	1	2.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	48	1	2.1			0.0	0.0			0.0	0.0		
05 Supervisors	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		
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 5: Results - Aboriginal Peoples

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	14	0	0.0	3.2	0	0	0.0	48	0	0.0	2	-2	4	0	0.0	0	0	0	22	0	0.0	0	0
	2019	32	0	0.0	3.4	1	-1	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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
10 Clerical Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	1	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
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2019	52	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	52	0	0.0			3.4	0.0			0.0	0.0		
08 Skilled 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		
09 Skilled Crafts & Trades 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		
10 Clerical 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		
11 Intermediate Sales & Service Personnel	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		
12 Semi-Skilled 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		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
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
Total	2016	121	1	0.8	0.0	0	1	0.0																
	2019	174	2	1.1	2.3	4	-2	50.0		192	2	1.0	4	-2	31	0	0.0	0	0	0	89	0	0.0	1

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2019	223	2	0.9	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	223	2	0.9			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2016	78	3	3.8	4.3	3	0	89.4																
	2019	76	4	5.7	5.0	4	1	113.2	75	4	5.3	4	0	18	0	0.0	1	-1	42	1	2.4	2	-1	
03 Professionals	2016	4	0	0.0	3.8	0	0	0.0																
	2019	23	0	0.0	8.9	2	-2	0.0	26	0	0.0	2	-2	3	0	0.0	0	0	5	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	25	2	8.0	4.6	1	1	173.9																
	2019	43	1	2.3	7.6	3	-2	30.6	42	2	4.8	3	-1	6	0	0.0	0	0	19	2	10.5	2	0	
05 Supervisors	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	
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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	2019	93	4	4.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	93	4	4.3			0.0	0.0			0.0	0.0		
03 Professionals	2019	29	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	29	0	0.0			20.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	48	2	4.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	48	2	4.2			7.6	54.8			0.0	0.0		
05 Supervisors	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		
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 6: Results - Persons with Disabilities

Tiree Facility Solutions Inc.

2019-12-15

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 (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	14	0	0.0	3.4	0	0	0.0	48	0	0.0	5	-5	4	0	0.0	0	0	0	22	0	0.0	0	0
	2019	32	0	0.0	10.0	3	-3	0.0		0	0	0.0	0	0	0	0	0.0	0	0		0	0	0	0.0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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
10 Clerical Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	1	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
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	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

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 (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	52	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	52	0	0.0			12.0	0.0			0.0	0.0		
08 Skilled 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		
09 Skilled Crafts & Trades 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		
10 Clerical 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		
11 Intermediate Sales & Service Personnel	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		
12 Semi-Skilled 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		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Tiree Facility Solutions Inc.

2019-12-15

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 (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
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
Total	2016	121	5	4.1	0.0	0	5	0.0																
	2019	174	5	3.0	7.1	12	-7	42.9		192	6	3.1	14	-8	31	0	0.0	1	-1	89	3	3.4	4	-1

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

Employment Equity Occupational Group (EOG)	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	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	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	223	6	2.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	223	6	2.7			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	10	0	0.0	10.1	1	-1	0.0																
	2019	7	0	0.0	11.5	1	-1	0.0	0	0	0.0	0	0	5	0	0.0	0	0	3	0	0.0	0	0	0
02 Middle & Other Managers	2016	68	6	8.8	15.0	10	-4	58.8																
	2019	69	13	18.8	17.6	12	1	107.0	75	16	21.3	13	3	13	1	7.7	1	0	39	6	15.4	3	3	3
03 Professionals	2016	4	0	0.0	24.6	1	-1	0.0																
	2019	23	6	26.1	29.0	7	-1	90.0	26	6	23.1	8	-2	3	2	66.7	0	2	5	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2016	25	2	8.0	21.2	5	-3	37.7																
	2019	43	9	20.9	23.9	10	-1	87.6	42	8	19.0	10	-2	6	0	0.0	0	0	19	0	0.0	2	-2	-2
05 Supervisors	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
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	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	5	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	5	0	0.0			11.5	0.0			0.0	0.0		
02 Middle & Other Managers	2019	88	17	19.3	7	242.9	0.0	0.0	10	170.0	0.0	0.0		
	2022	88	17	19.3			0.0	0.0			0.0	0.0		
03 Professionals	2019	29	8	27.6	1	800.0	0.0	0.0	2	400.0	0.0	0.0		
	2022	29	8	27.6			29.0	95.1			0.0	0.0		
04 Semi-Professionals & Technicians	2019	48	8	16.7	4	200.0	0.0	0.0	6	133.3	0.0	0.0		
	2022	48	8	16.7			25.0	66.7			0.0	0.0		
05 Supervisors	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		
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

Tiree Facility Solutions Inc.

2019-12-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	14	2	14.3	12.2	2	0	117.1																
	2019	32	4	12.5	14.1	5	-1	88.7	48	6	12.5	7	-1	4	0	0.0	1	-1	22	2	9.1	3	-1	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades 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	
10 Clerical Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	
12 Semi-Skilled 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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	52	6	11.5	1	600.0	0.0	0.0	2	300.0	0.0	0.0		
	2022	52	6	11.5			14.1	81.8			0.0	0.0		
08 Skilled 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		
09 Skilled Crafts & Trades 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		
10 Clerical 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		
11 Intermediate Sales & Service Personnel	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		
12 Semi-Skilled 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		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Tiree Facility Solutions Inc.

2019-12-15

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 (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	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	121	10	8.3	0.0	0	10	0.0																
	2019	174	32	18.4	19.8	34	-2	92.9	192	36	18.8	38	-2	31	3	9.7	3	0	89	8	9.0	7	1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2019	223	39	17.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	223	39	17.5			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Tiree Facility Solutions Inc.
2019-12-15

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):

Tiree has made considerable efforts in training their hiring and onboarding teams. The Recruitment and Human Resources teams have attended several training sessions to support employment equity efforts at Tiree; attached "Log of Training Sessions on Employment Equity". Three members from our HR and Recruitment team have been certified and have successfully completed 4 modules of the Hire Immigrants Ottawa Cross-Cultural competency training.

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).

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

- Other.

Additional Details

Please provide any additional information (optional):

Barriers: Persons with Disabilities - Tiree provides onsite construction project delivery services, therefore faces many challenges with respect to onsite accessibility / special accommodations
Visible Minorities - We provide resources to the Federal Government who must be able to obtain security clearances at various levels. The challenge that Tiree faces in this regard is that newcomers to Canada are not eligible to obtain a clearance for the first 5 years of their arrival.

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Tiree Facility Solutions Inc.

Primary Location: Ottawa (Ontario)

Number of Employees: 174

Organization Overview:

NAICS 5416 – Management, Scientific and Technical Consulting Services

Tiree Facility Solutions Inc. is a management consulting and professional services company. They provide intelligent solutions for infrastructure, real estate, assets, and workspace.

Key Dates – First Year Assessment

Initiated: 2016-11-21

Received: 2016-12-21

Closed: 2016-12-30

Workforce Analysis: 2016-12-14

Key Dates – Subsequent Assessment

Initiated: 2019-11-19

Received: 2020-01-08

Workforce Analysis: 2019-12-05

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: None

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

Yes No

Comments: None

ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages.

Women

Assessment/Observations

- There were no gaps.

Aboriginal Peoples

Assessment/Observations

- There were no gaps.

Persons with Disabilities

Assessment/Observations

- There were no gaps.

Members of Visible Minorities

01	Senior Managers	Goal not met (0% achieved)
02	Middle & Other Managers	Goal met at 243%
03	Professionals	Goal met at 800%
04	Semi-Professionals & Technicians	Goal met at 200%

Assessment/Observations

- EEOG 01: There were five new entrants and none were members of visible minorities. This is to be expected given the labour market availability (LMA) of 10.1%.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization set four goals and achieved three. This equals 75% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
 - There were insufficient hiring and promotion opportunities in the one instance where the goal was not met to expect reasonable progress. The organization implemented all the required measures and other additional measures and this demonstrated reasonable efforts.

ASSESSMENT OF GOALS

- A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

Women

Observations: There were no gaps.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
02	Middle & Other Managers	-1	4.0	-	1.4	2.7
07	Admin & Senior Clerical Personnel	-1	3.4	-	0.0	3.4

Observations:

- Long-term goals are not required since all the gaps will be closed in the short-term.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
03	Professionals	-2	20.0	-	0.0	8.9
04	Semi-Professionals & Technicians	-2	7.6	-	2.3	7.6
07	Admin & Senior Clerical Personnel	-3	12.0	-	0.0	10.0

Observations:

- Long-term goals are not required since all the gaps will be closed in the short-term.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		

#	Description	#	(1 to 3	(+3	%	%
			years)	years)		
01	Senior Managers	-1	11.5	-	0.0	11.5
03	Professionals	-1	29.0	-	26.1	29.0
04	Semi-Professionals & Technicians	-1	25.0	-	20.9	23.9
07	Admin & Senior Clerical Personnel	-1	14.1	-	12.5	14.1

Observations:

- Long-term goals are not required since all the gaps will be closed in the short-term.

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, considering their unique circumstances, I recommend the closing letter include the following:

- The organisation workforce has increased from 121 to 174 employees since the previous assessment causing the creation of new gaps in representation.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the four designated groups to eliminate present gaps in representation and avoid the creation of new gaps.

Name of Analyst: Maurice N. Yakibonge

Date: 2019-01-20

From: Yakibonge, Ntambwe Maurice N [NC]

Sent: March 20, 2020 2:51 PM

To: 'vallen@tiree.ca' <vallen@tiree.ca>

Cc: 'npalmer@tiree.ca' <npalmer@tiree.ca>

Subject: Government of Canada Agreement Number: 10000466 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Valerie Allen:

I am writing to inform you that the subsequent compliance assessment initiated on November 19, 2019 has been completed. As a result of the assessment, Tiree Facility Solutions 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 Tiree Facility Solutions Inc.'s employment equity program.

- The organisation workforce has increased from 121 to 174 employees since the previous assessment causing the creation of new gaps in representation.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the four designated groups to eliminate present gaps in representation and avoid the creation of new gaps.

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 November 19, 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, Tiree Facility Solutions 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@hrsdc-rhdcc.gc.ca.

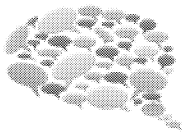
Your cooperation during the course of this compliance assessment was appreciated and we wish Tiree Facility Solutions Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

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

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



Un espace collaboratif pour les employeurs! Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne. Envoyer-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!