s.24(1)

Employment and Emploi et Social Development Canada Développement social Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - B OFFICIAL USE ONLY Agreement N°:

Agreement to Implement Employment Equity

[7] New Agreement	(All sections r	nust be complet	led)		
Revised Agreement					
T3:202000 1 4:202000	Ana	/ / # . # / / / / /			
eçal Name of Organization	UKG	ANIZATION	Parent company !	s lacated autoids	Canada
riree Facility Solutions In	¢.		aren, wilyany .	a rovatou poublot	Collana
				Yes	ℤ №
	at Acanatrations	***************************************	Business Numbi		
Operating Name (if dilferent from Legal Name	or Ciganication)		Oustress Number	**	
			Total number c		
	FC P1 - B1X1001 0-2		(Permanent Full-)	Time and/or Part	Time) 131
Organization's North American Industry Class Fo find your organization's four-digit NAICS or	de please visit:		Federally R	egulated	
nttp://www.statcan.gc.ca/subjects-sujets/stanc 541611	ard-norme/naics-scian/2007/1	ist-liste-ong.htm	7 Provincially		
747047			L		
	HEA	D OFFICE			
Address (building number, street, suite, etc.) 424 Parkdale Avenue		City		Province	Postal Code
suite 200		Ottawa Telephone Number		ON	K1Y 1H1
		613-222-2460			

Name (print)	EMPLOYMEN	FEQUITY CONT.	ACI	·····	
Natasha Palmer		HR Specialis	ıt		
Telephone Number	E-mail Address		T F	referred Langua	ge of Correspondence
613-222-2460	npalmer@tiree.ca			[7] English	☐ French
		IFICATION	······································	······································	
 having a combined workforce of 100 intending to bid on, or being in recelp Supply Arrangement, valued at \$1,00 hereby certifies its commitment to implem instrument, in keeping with the Federal Colease refer to: http://www.esdc.gc.ga/en.mportant.note: If an audit of the Agrees 	t of, a federal government 0,000 or more (Including a tent or maintain employme Contractors Program requir pliabourlequality/fcp/index	goods or services opplicable taxes) and equily on an on- ements. For more is shirth:	contract, standing going basis, beyon information on ho	offer or contri and the period w to implemen	act issued under a of the procurement it employment equity
he procurement instrument(s) with the G				***************************************	
	SIG	NATORY		***************************************	
NOTE: The signatory must be the Chief contract on behalf of the organiz	Executive Officer O R an a	······································	ı an executive po	eltion with lega	l authority to sign a
Varne (print)		Title			
/alerie Allen		Executive V	(ce-Presider	,	
Telephone Number	E-mail Address				Jage of Correspondence
513-222-2460	vallen@tiree.ca			[7] Engli	sh French
		YYY-MM-DI -05-24	D)		
		······································	***************************************	······································	
The information you provide on this form is ∞ Contractors Program (PCP).	lected under the authority of s	section 42 of the <i>Emp</i>	loyment Equity Act	to determine yo	ur eligibility for the Federal
Completion of this form is mandatory. Refusal o Bid List, loss of the right to bid on federal po	to provide parsonal information exerment goods or services of	on will result in the on contracts of any value	janization's name t and may also resu	eing placed on I If in the tempinal	he FCP Umited Eligibility ion of the contract.
The information you provide may be used and Esclosures of your personal information will n	/or disclosed for policy analys ever result to an administrative	is, research and/or ev e decision being mad	valuation purposes. e about you.	However, these	additional uses and/or
four personal information is administered in a your personal information, which is described government publication entitled <i>Info Sourca</i> , w accessed critine at any Service Carada Centi	coordance with the Privacy A In Personal Information Bank thich is available at the follow e.	of and other applicable ESOC PPU 721, Instit ing website address:]	e laws, You have th ructions for obtainin http://www.infpspur	ie right to the pro ig this informatio <u>ce.nc.ca</u> , <i>Info S</i> c	ntection of, and access to, in are outlined in the Surce may also be
		INSTRUCTIONS			
MPORTANT					
The signed Agreement to Impleme e-mail at: ee-eme@hrsdc-rhdcc.gc		orm must be sent	to the Labour Pr	rogram by	
		······································	***************************************		Casadii

ESDC LAB1168 (2015-08-011) E

Page 1 of 4

Canada

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) <u>Tiree Facility Solutions Inc.</u> (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) <u>10000466</u>, 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

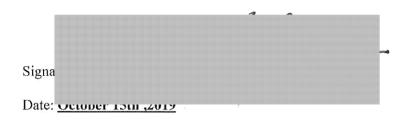
Email address: vallen@tiree.ca

Telephone number: 613-794-6908

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



Emploi et Développement social Canada



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.qc.ca

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



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



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

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

GEOGRAPHICAL AREAS

			Province				Cens	us Metropolitan	Areas	
		anent I-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 i	n Canada	•			174	Total Emplo	oyees in Canada	•		174



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group		P	All Employee:	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	5	2				1	1				
	Total	7	5	2				1	1				
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	69	40	29	1	1		3	3		13	7	(
	Total	69	40	29	1	1		3	3		13	7	(
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	23	12	11							6	2	4
	Total	23	12	11							6	2	4
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	43	15	28	1	1		1		1	9	4	ţ
	Total	43	15	28	1	1		1		1	9	4	

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group		,	All Employees	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	32	5	27							4		4
	Total	32	5	27							4		2
Total Number of Employees		174	77	97	2	2		5	4	1	32	13	19

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	Members of Visible Minorities		
Salary Range	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	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

			130	cporting i cir	ou 2013-12-14	10 20 13-12-03						
	Employe	ees promoted (Employees pro	moted during	the year are to	be reported on	ly in the occup	ational groups	in which or to	which they have	been last pro	moted.)
0		All Employees		Α	boriginal Peop	les	Pers	ons with Disat	oilities	Member	s of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

		All Employees		Α	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	ers of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

Workforce Analysis - Detailed Report

Date: 2019-12-05

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability "	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
3 : Professionals		23	11	47.8 %	42.0 %	10	1	
112 : Financial and investment analysts	National	4	1	25.0 %	44.9 %	2	-1	National
122 : Professional occupations in business management consulting	National	15	7	46.7 %	42.7 %	6	1	National
147 : Computer engineers (except software engineers and designers)	National	1	1	100.0 %	11.1 %	0	1	National
151 : Architects	National	2	1	50.0 %	32.4 %	1	0	National
125 : Translators, terminologists and interpreters	National	1	1	100.0 %	69.7 %	1	0	National
4 : Semi-Professionals and Technicians		43	28	65.1 %	58.3 %	25	3	
231 : Civil engineering technologists and technicians	Ontario	5	0	0.0 %	14.9 %	1	-1	Ontario
232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	9.1 %	0	0	Ontario
251 : Architectural technologists and technicians	Ontario	9	6	66.7 %	29.8 %	3	3	Ontario
253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	29.2 %	0	0	Ontario
242 : Interior designers and interior decorators	Ontario	27	22	81.5 %	78.7 %	21	1	Ontario
7 : 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
otal		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



Workforce Analysis - Detailed Report

Date: 2019-12-05

Aboriginal Peoples

				•	ginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Avail %	ability #	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

				Members o	f Visible Mine	orities	
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		lability G	•
		#	#	%	%	#	#
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



Workforce Analysis - Detailed Report

Date: 2019-12-05

Persons with Disabilities

				Persons	with Disabili	ties	
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability Gap	Recruitment Area
		#	#	%	%	# #	
01/02 : Managers	National	76	4	5.3 %	5.0 %	4) 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



Workforce Analysis - Summary Report

Date: 2019-12-05

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	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	



Workforce Analysis - Summary Report

Date: 2019-12-05

Aboriginal Peoples

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



Workforce Analysis - Summary Report

Date: 2019-12-05

Members of Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-12-05

Persons with Disabilities

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



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	СМА



Workforce Analysis - Summary 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



Part 1: Workforce Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Data from Firs	st/Previous Wor	kforce Analysis
J.	J	1,

Data from Sub	osequent/Curr Analysis	ent Workforce
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Data from Fir	st/Previous Work	force Analysis
YYYY	MM	DD
2016	12	14

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	12	05

		Table 1: Women			
		First/Pr	First/Previous Workforce Analysis		
F1	Summer Carrier Occurrational Custom (FFOC)	All Employees	Wor	nen	
сири	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	10	4	27.4	
02	Middle & Other Managers	68	31	38.9	
03	Professionals	4	2	48.5	
04	Semi-Professionals & Technicians	25	18	62.9	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	14	13	77.2	
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		121	68	0.0	

Table 5: Women					
Subsequent	Subsequent/Current Workforce Analysis				
All Employees	Women				
	Representation	Availability*			
#	#	%			
7	2	27.6			
69	29	39.4			
23	11	42.0			
43	28	58.3			
0	0	0.0			
0	0	0.0			
32	27	76.8			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
174	97	50.8			

* Source:			
2016 Cens	sus		

* Source:	:			
2016 Cen	isus			

Part 1: Workforce Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Data from Fi	rst/Previous Worl	cforce Analysis
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Data from Su	bsequent/Curr Analysis	ent Workforce
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2016	12	14
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2019	12	05
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

			2: Aboriginal P	-
F1	Service Constant Constant (FECC)	All Employees	Aborigina	il Peoples
բահո	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	10	0	2.9
02	Middle & Other Managers	68	1	2.2
03	Professionals	4	0	1.5
04	Semi-Professionals & Technicians	25	0	1.1
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	14	0	3.2
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	•	121	1	0.0

Table 6: Aboriginal Peoples		
Subsequent	/Current Workford	e Analysis
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	%
7	0	3.2
69	1	2.7
23	0	1.4
43	1	1.3
0	0	0.0
0	0	0.0
32	0	3.4
0	o	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
174	2	2.3

* Source:	
2016 Census	

* Source:	
2016 Cens	us

Part 1: Workforce Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Data from Firs	t/Previous Wor	kforce Analysis
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YYYY 2016	MM 12	DD
Data from Fi	rst/Previous Work	force Analysis

Data from S	ubsequent/Curre Analysis	ent Workforce
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2019	12	05
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Vis	sible Minorities
շարտ	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	10	0	10.1
02	Middle & Other Managers	68	6	15.0
03	Professionals	4	0	24.6
04	Semi-Professionals & Technicians	25	2	21.2
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	14	2	12.2
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		121	10	0.0

Table 7: Members of Visible Minorities			
Subsequent	/Current Workford	e Analysis	
All Employees	-		
	Representation	Availability*	
#	#	%	
7	0	11.5	
69	13	17.6	
23	6	29.0	
43	9	23.9	
0	0	0.0	
0	0	0.0	
32	4	14.1	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
174	32	19.8	

* Source:	
2016 Census	

Part 1: Workforce Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Data from Firs	st/Previous Wor	kforce Analysis
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2016	12	14
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from	Subsequent/Curre Analysis	nt Workforce
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2019	12	05
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 4: Persons with Disabilities				
		First/Previous Workforce Analysis				
Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities			
			Representation	Availability*		
		#	#	%		
01/02	Managers	78	3	4.3		
03	Professionals	4	0	3.8		
04	Semi-Professionals & Technicians	25	2	4.6		
05	Supervisors	0	0	0.0		
06	Supervisors: Crafts & Trades	0	0	0.0		
07	Administrative & Senior Clerical Personnel	14	0	3.4		
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		121	5	0.0		

Table 8: Persons with Disabilities Subsequent/Current Workforce Analysis				
	Representation	Availability*		
#	#	0/0		
76	4	5.0		
23	0	8.9		
43	1	7.6		
0	0	0.0		
0	0	0.0		
32	0	10.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
174	5	7.1		

* Source:			
2017 Canad	ian Survey on D	isability	

* Source:
2017 Canadian Survey on Disability

Part 2: Flow Data Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Start	Date of Flow	Data
YYYY	MM	DD
2016	12	14

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YYYY	MM	DD
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Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

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Data from Form 6 - Employees Terminated

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		Table 1: Women			
		Full-time	/ National	Part-time / National	
	ployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	75	26	0	0
03	Professionals	26	13	0	0
04	Semi-Professionals & Technicians	42	22	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	48	41	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	1	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
Tot	al	192	103	0	0

Full-time / National		Part-time / National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
5	2	0	0	
13	7	0	0	
3	3	0	0	
6	6	0	0	
0	0	0	0	
0	0	0	0	
4	4	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
31	22	0	0	

Table 9: Women				
Full-time / National		Part-time / National		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
3	2	0	0	
39	15	0	0	
5	3	0	0	
19	10	0	0	
0	0	0	0	
0	0	0	0	
22	20	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
- 1	- 1	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
89	51	0	0	

Part 2: Flow Data Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Start	Date of Flow	v Data
YYYY	MM	DD
2016	12	14

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2019	12	05
YYYY	MM	DD
End I	Date of Flow	Data

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Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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		Table 2: Aboriginal Peoples			ples
		Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01 5	Senior Managers	0	0	0	0
02	Middle & Other Managers	75	1	0	0
03 1	Professionals	26	0	0	0
04	Semi-Professionals & Technicians	42	1	0	0
05 8	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 8	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

Tab	le 6: Abor	iginal Peo	ples	
Full-time	National	Part-time / National		
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
5	0	0	0	
13	0	0	0	
3	0	0	0	
6	0	0	0	
0	0	0	0	
0	0	0	0	
4	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
31	0	0	0	

Table 10: Aboriginal Peoples										
Full-time	/ National	Part-time / National								
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated							
#	#	#	#							
3	0	0	0							
39	0	0	0							
5	0	0	0							
19	0	0	0							
0	0	0	0							
0	0	0	0							
22	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
1	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
89	0	0	0							

Part 2: Flow Data Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Start	Date of Flow	v Data
YYYY	MM	DD
2016	12	14

2019	12	05
YYYY	MM	DD
End I	Date of Flow	Data

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Data from Form 4 - Employees Hired $\overline{\downarrow}$

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

		Table .	3: Persons	with Disa	bilities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	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	o
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	o
07	Administrative & Senior Clerical Personnel	48	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	o
09	Skilled Crafts & Trades Workers	0	0	0	o
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	1	0	0	o
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
Tot	al	192	6	0	0

Full-time	/ National	Part-time / National						
All Employees Promoted			Persons with Disabilities Promoted					
#	#	#	#					
5	0	0	0					
13	0	0	0					
3	0	0	0					
6	0	0	0					
0	0	0	0					
0	0	0	0					
4	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
31	0	0	0					

	1: Persons							
Full-time	/ National	Part-time / National						
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated					
#	#	#	#					
3	0	0	C					
39	1	0	C					
5	0	0	C					
19	2	0	(
0	0	0	(
0	0	0	(
22	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
1	0	0	(
0	0	0	C					
0	0	0	(
0	0	0	(
89	3	0	0					

Part 2: Flow Data Analysis

Tiree Facilty Solutions Inc.

2019-12-15

Start	Date of Flow	Data
YYYY	MM	DD
2016	12	14

2019	12	טע 05
End	Date of Flow	Data

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Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Table 4: Members of Visible Minorities									
	Full-time	/ National	Part-time	/ National						
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired						
	#	#	#	#						
01 Senior Managers	0	0	0	0						
02 Middle & Other Managers	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						

Full-time	/ National	Part-time / National					
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted				
#	#	#	#				
5	0	0	(
13	1	0	(
3	2	0	(
6	0	0	(
0	0	0	(
0	0	0	(
4	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
31	3	0	(

Table 12: Members of Visible Minorities Full-time / National Part-time / National Members of Members of										
Full-time	/ National	Part-time	/ National							
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated							
#	#	#	#							
3	0	0	C							
39	6	0	0							
5	0	0	0							
19	0	0	0							
0	0	0	C							
0	0	0	C							
22	2	0	0							
0	0	0	C							
0	0	0	C							
0	0	0	C							
1	0	0	C							
0	0	0	C							
0	0	0	C							
0	0	0	C							
89	8	0	0							

Federal Contractors Program Achievement Report Part 3: Goals Tiree Facilty Solutions Inc. 2019-12-15

									2017-12-13										
	Data for First/Previous Goals																		
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	: / '	K ÷ C	(K - M + O) ÷ (C + F)
	; ↓		J	↓		↓		J			↓	.i	J	. .			J		
	Table 1: Women																		
									First/	Previous St	iort-term C	Goals							
				All En	nployees										omen				
	Number	Grow	rth (New Posit	ions)	Turnover (Re	placement o Employees)			Number	Turnover (R	eplacement of	Hires	ļ	r Goals n - To					
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3
Group (EEOG)	2016-12-14	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2016-12-14	Annually	Over 3	Years	2016	2019	Availability		Сар	Kepreschaubi	Years
				Years			Years				Years								
01 Senior Managers	# 10	% -11.2%	%	#	35,3%	%	#	#	#	0.0%	#	#	#	%	27.4%	#	# 1	% 40.0%	% 40.0%
02 Middle & Other Managers	68	0.5%		0	56.9%			0	31	1	"	5			38.9%	I .	5	45.6%	45.6%
03 Professionals	00	79.2%		"	37.0%		1 0	0	,	0.0%	"]	"		48.5%		"	50.0%	50.0%
04 Semi-Professionals & Tech	25	19.8%		0	55.9%			0	18	0.0%	ا ا				62.9%	1	0	72.0%	72.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0				0.0%	5 0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	6	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%	5 2	2	92.9%	92.9%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	6 0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	6 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	6 0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	6 0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	6 0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		C	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%		C	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.
- t Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

workforce Alialysis) = 2) x 1	00.			
				Table 2: Women
n 1		Women		
Employment Equity Occupational Group (EEOG)	Short-teri	m Goals Long-	term Goals	Comments
Group (EEOG)		%	%	
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	007745

Federal Contractors Program Achievement Report Part 3: Goals Tiree Facilty Solutions Inc. 2019-12-15

									Data I	or First/F	Previous C	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	\	1	1	↓	1	↓	1	↓	↓		\	<u> </u>	1	↓	↓	1	↓	↓	<u> </u>
		Table 3: Aboriginal Peoples First/Previous Short-term Goals																	
									First/	Previous St	10rt-term G	oals							
				All En	nployees			r							nal Peoples				
	Number Growth (New Positions)					Turnover (Replacement of Terminated			Number	Turnover (Replacement of		of		r Goals					
Employment Equity Occupational								Anticipated	Terminated Employees)			Hires Required		From - To Present			Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Y-MM-DD Actual Projected				Actual Projected Hires Over 3 Years				YYYY-MM-DD Over 3				YYYY - YYYY Availabilit		Present Gap	Gap	Representation	Representation in 3 Years
	2016-12-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Luis	2016-12-14	Annually	Over 3 Years	Years	2016	2019					15.01.5
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	10	1		C	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%		C	56.9%		0	0	1	0.0%	0	0	0		2.2%	0	0	1.5%	1.5%
03 Professionals	4	79.2%		(37.0%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	25			C	55.9%		0	0	0	0.0%	0	0	0		1.1%	0	0	0.070	0.0%
05 Supervisors	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0		#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%		0	//DI 1// 0.	#DIV/0!
07 Administrative & Sr Clerical	14	31.7%			95.7%		0	0	0	0.0%	0	0	0		3.2% 0.0%		0	0.070	0.0%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	0	0.0%			0.0%		"	"	"	0.0%		0	0		0.0%		0		#DIV/0! #DIV/0!
	0	0.0%			0.0%		"	١	"	0.0%	1 1	0	0		0.0%	ן י			#DIV/0! #DIV/0!
10 Clerical Personnel 11 Intermediate Sales & Service	0	0.0%			0.0%		"		"	0.0%	ا ا	٥	0		0.0%				#DIV/0! #DIV/0!
12 Semi-Skilled Manual	٥	0.0%		"	0.0%		"		"	0.0%	ا ا	ا م	"		0.0%] ,			#DIV/0!
13 Other Sales & Service	0	0.0%			0.0%		1 ,		"	0.0%	ا ۱	ام	"		0.0%] ,	"	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%			0.0%] 0	0	ا ،	0.0%	ا م	0	0		0.0%] ,	ا ا	#DIV/0!	#DIV/0!
Total	121	12.9%			60.3%		1 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.
- talculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce Allarysis) · 2) x 10	<i>7</i> 0.												
					Table 4: Aboriginal Peoples								
Facility of the Committee of	A	boriginal	Peoples										
Employment Equity Occupational Group (EEOG)	Short-term Goals Long-term Goals			m Goals	Comments								
Group (EEOG)		%		%									
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	007746								

Federal Contractors Program Achievement Report Part 3: Goals Tiree Facilty Solutions Inc. 2019-12-15

	Data for First/Previous Goals																		
A B	С	D	E	F	G	Н	I	J	К	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	. / ((K÷C	(K - M + O) ÷ (C + F)
	\	J	Ţ	1	↓	Ţ	1	↓	<u> </u>	<u> </u>	↓	1	1	↓	Ţ	1	J	1	<u> </u>
										Persons									
				All Fa	aployees				First	Previous SI	iort-term G	ioals		D	th Disabilitie				
		I		AHER	i					1			2 3/200	rersons wi	ui Disabiilue	S	·		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement of		Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Anticipat			Terminated Employees)			Required	red VVVV VVVV		Present Gap Projected			Present	Projected Representation in 3
Group (EEOG)			-	Over 3	02		Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years	
	2016-12-14	Annually	Annually	Years	Annually	Annually	Years		2016-12-14	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	78	-5.4%		0	46.1%		0	0	3	0.0%	0	0	0		4.3%		0	3.8%	3.8%
03 Professionals	4	79.2%		C	37.0%		0	0	0	0.0%	0	0	0		3.8%		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%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		C	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	9	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%		1 0	0	1 0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	121	12.9%		0	60.3%		1 0	1 0	1 5	0.0%	1 0	-5	1 0		0.0%	5	J 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) + Total number of employees from Previous Workforce Analysis + Total number of employees from Current

Workforce Analysis) + 2) x 100

	Workforce Analysis) ÷ 2) x 10	10.										
					Table 6: Persons with Disabilities							
* ***********************************		P	ersons with Disabiliti	es								
	loyment Equity Occupational p (EEOG)	Short-term Goals Long-term Goals			Comments							
			%	%								
01/02	2 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								

									2017-12-13										
									Data	for First/I	revious	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	,			\	,,	1	,	,			,	\	J	<u> </u>		Ţ	↓		,
									Table 7: M				S						
									First/	Previous SI	ort-term (Goals							
				All En	ployees										isible Minor	ities	r		
	Number	Grow	rth (New Positi	ions)	Turnover (Re		f Terminated		Number	Turnover (R	eplacement of		ļ	r Goals					
Employment Equity Occupational						Employees)		Anticipated			l Employees)	Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje		Actual	Proj	jected 1	Hires Over 3 Years	YYYY-MM-DD		1	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-12-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-12-14	Annually	Over 3 Years	Years	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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		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	1	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	#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%	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	#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	1 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%	1 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%		1 0	1 0	10	0.0%	1 0	-10			0.0%	oj 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.
- 4 Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

WOIKIOICC Analysis)	· 2) X 100.				
					Table 8: Members of Visible Minorities
F1		Members of Vis	ible Minorit	ties	
Employment Equity Occup Group (EEOG)	Short	-term Goals	Long-ter	rm Goals	Comments
Group (EEGG)		%		%	
01 Senior Managers		1 0.0	2	0.0	
02 Middle & Other Mana	agers	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	ce	0.0		0.0	
09 Skilled Crafts & Trad	les	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 Worker	rs	0.0		0.0	
Total		0.0	1	0.0	007748

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		1	↓	↓	1	1	↓	<u> </u>	↓		\	1	1	↓	↓	1	\	J	↓
										Table 9:									
				ART					Subsequ	ent/Current	Short-tern	a Goals		**					
		ı		All En	ployees							ı			omen	1		ı	
	Number	Grow	rth (New Posit	ions)	Turnover (Re	eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Den.i	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-400-00	Actual	110)	Over 3	Actual	1109	Over 3	Years	1111-3131-00		Over 3	Over 3 Years		T	Availability		Gap	Representation	Years
	2019-12-05	Annually	Annually	Years	Annually	Annually	Years		2019-12-05	Annually	Years		2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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		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	1	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	1	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	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	32	31.7%	12.0%	12		23.0%	22	34	27		19	26	0		76.8%	2	-26	84.4%	18.2%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	C	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	C	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	C	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	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	174	12.9%		0	60.3%		0	0	97		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.
- 4 Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	Workforce Allarysis) · 2) X 10	.0.			
					Table 10: Women
Emr	loyment Equity Occupational		Women		
	up (EEOG)	Short-term C	Goals Long-ter	m Goals	Comments
			%	%	
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	
Tota	1		0.0	0.0	007749

										Data for	Subseque	nt/Curre	it Goals							
Α	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data s	ources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
ł		\	\	,	·	, \	\		\	·	\	, \		\	\		↓	\		
											11: Abor									
										Subsequ	ent/Curren	Short-tern	1 Goals							
					All En	ployees										nal Peoples				
		Number	Grov	wth (New Posit	ions)	Turnover (Re		f Terminated		Number	Turnover (P	eplacement of		3 Yea	r Goals					
Emplo	oyment Equity Occupational					 	Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
	(EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2019-12-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Lans	2019-12-05	Annually	Over 3 Years	Years	2019	2022					. Cars
		#	%	%	#	%	%	4	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	7	-11.2%	12.0%	3	35.3%	12.0%	3	6	7 0	12.0%	0	7 0	7 0	76	3.2%	0	7 0	0.0%	
02	Middle & Other Managers	69	0.5%	12.0%	25	56.9%	19.5%	40	65	1	19.5%	1	3	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	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	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	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		23.0%	22	34	0	23.0%	0	1	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	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%			#DIV/0!	#DIV/0!
	Semi-Skilled Manual Other Sales & Service	0	0.0%	1	0	0.0%			0		0.0%	0	0			0.0% 0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
	Other Manual Workers	0	0.0% 0.0%			0.0%			0	"	0.0%	1 %	"			0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
Total	Onici Manual Workers	174	12.9%		0	60.3%			0	2		0	2	1 0		2.3%	-2	-2		

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	Workforce Allarysis) · 2) x 10	70.			
					Table 12: Aboriginal Peoples
Emn	loyment Equity Occupational		Aboriginal Peoples		
	ip (EEOG)	Short-tern	n Goals Long-te	erm Goals	Comments
			%	%	
	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	
Tota			0.0	0.0	007750

Data Sources: From From Workforce Monkforce Analysis Analysis Monkforce Monkforce										Data for	Subseque	nt/Currei	nt Goals							
Patts ources Prom Workforce Analysis	A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Figure	Data sources:	Workforce	Workforce	Data Entry	CxEx3	Data Analysis & Workforce		СхНх3	F + I	Workforce	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	Workforce	Workforce	Ò) - ((C +	K ÷ C	
Figure		J	Ţ	Ţ	1	\	Ţ	1	Ţ	↓	\	↓	Ţ	1	\	Ţ	Ţ	Ţ	↓	<u></u>
Fund																				
Further Form Furt										Subsequ	ent/Current	Short-tern	n Goals							
Ramber Projected Projec					All En	i i										th Disabilities	S .	r		
Projected Projected Projected Projected Projected Projected Hirrs Overs Ysyry-MM-DD Actual Projected Hirrs Overs Ysyry-MM-DD Actual Projected Hirrs Overs Ysyry-MM-DD Projected Hirrs Overs Ysyry-MM-DD Projected Hirrs Overs Projected Pro		Number	Grov	wth (New Posi	ions)			Terminated		Number	Turnover (Re	enlacement of	***:							
Company Comp	Employment Equity Occupational															Present	n	Projected	Present	
2019-12-05 Annually Annually Years Annually Years 2019-12-05 Annually Years	Group (EEOG)	YYYY-MM-DD	Actual	Proj	1	Actual	rroj			YYYY-MM-DD				1111	- 1111	Availability	r resent Gap	Gap	Representation	
# % % # W % W # # W % # # W % # # W % # # # % % # # # % % % # # % % % # # % % % # # % % % # # % % % % # # %		2019-12-05	Annually	Annually	.	Annually	Annually			2019-12-05	Annually		rears	2019	2022					
O1/02 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%		Ħ	%	%		%	%	#	#	¥	%	#	#	#	9/6	9/6	#	#	%	%
03 Professionals 23 79.2% 12.0% 8 37.0% 7.0% 5 13 0 7.0% 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 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 06 Supervisors Crafts & Trades 0 0.0% 0 0.0% 0 0 0 0 0 0 0 07 Administrative & Sr Clerical 32 31.7% 12.0% 12 95.7% 23.0% 22 34 0 23.0% 0 4 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 09 Skilled Crafts & Trades 0 0.0% 0 0.0% 0 0 0 0.0% 0 0 10 Clerical Personnel 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 11 Intermediate Sales & Service 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 12 Semi-Skilled Manual 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 13 Other Sales & Service 0 0.0% 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 10 Other Sales & Service 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	01/02 Managers	76			27			43	70	4		2	3	0			1	-3		
05 Supervisors 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0 0 0.0% 0 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0 0.0%		23	79.2%	12.0%	8	37.0%	7.0%	5	13	0	7.0%	0	3	3	20.0%	8.9%	-2	0	0.0%	9.7%
06 Supervisors: Crafts & Trades 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0 0.0% 0 0 #DIV/0!	04 Semi-Professionals & Tech	43	19.8%	12.0%	15	55.9%	15.0%	19	34	1	15.0%	0	3	3	7.6%	7.6%	-2	0	2.3%	6.9%
07 Administrative & Sr Clerical 32 31.7% 12.0% 12 95.7% 23.0% 22 34 0 23.0% 0 4 4 12.0% 10.0% -3 0 0.0% 9.1% 08 Skilled Sales & Service 0 0.0% 0	05 Supervisors	0			0	1		0	0	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 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 <td>1 1 *</td> <td>0</td> <td></td> <td></td> <td>0</td> <td>1</td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td></td> <td></td> <td>0</td> <td>0</td> <td></td> <td></td>	1 1 *	0			0	1		0	0	0		0	0	0			0	0		
09 Skilled Crafts & Trades 0 0.0% 0 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0	I I	32		12.0%	12		23.0%	22	34	0		0	4	4	12.0%		-3	0		
10 Clerical Personnel 0 0.0% 0 0		0			0	1		0	0	0		0	0	0			0	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% 0 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	I I	0			0	1		0	0	0		0	0	0			0	0		
12 Semi-Skilled Manual 0 0.0% 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0.0% 0 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	I I	0			0			0	0	0		0	0	0			0	0		
13 Other Sales & Service 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 #DIV/0! #DIV/0!		0			0	1		0	0	0		0	0				0	0		
		0			0	1		0	0	0		0	0				0	0		
1.14 TUTHET INTERIOR WORKETS 1 UT U 1.076 1.00 UT U 1.00 UT U 1.00 UT U 1.00 U U 1.00 U U 1.00 U U 1.00 U 1.00 U U U 1.00 U U 1.00 U U 1.00 U U U U 1.00 U U U U 1.00 U U U U U U U U U U U U U U U U U U	I I	0				1			0	0				"						
Total 174 12.9% 0 60.3% 0 0 5 0.0% 0 7 0 7.1% -7 -7 3.0% 3.0%		174			0			0	0	5		0	7	0			7	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.

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

Workforce Huarysis) × 2) X 10				Table 14: Persons with Disabilities
Employment Equity Occupational		ersons with Disabilitie		
Group (EEOG)	Short-terr		erm Goals	Comments
		%	%	
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	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷(C + F)
		<u> </u>	↓		↓	1	1	<u> </u>	↓				↓	↓	↓	1	\	↓	<u> </u>
								1	able 15: N				'S						
				48.6					Subsequ	ent/Current	Short-tern	a Goals	**		/isible Minor				
		1		All En	ployees					1				empers of v r Goals	isible Minor	ities			ı
	Number	Grow	rth (New Posit	tions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re		Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	111113000	Actual	110)	Over 3	Actual		Over 3	Years	1111 3631-00		Over 3	Over 3 Years		T	Availability		Gap	Representation	Years
	2019-12-05	Annually	Annually	Years	Annually	Annually	Years		2019-12-05	Annually	Years		2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	-11.2%	20.0%	4	35.3%	12.0%	3	7	C	12.0%	0	1	1	11.5%	11.5%	-1	0	0.0%	9.1%
02 Middle & Other Managers	69	0.5%	20.0%	41	1	19.5%	40	81	13	19.5%	8	14	0		17.6%	1	-14	18.8%	4.5%
03 Professionals	23	79.2%	20.0%	14	1	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	1	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	0.070		0	0	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	32	31.7%	20.0%	19		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	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	C	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	C	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	C	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	C	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	174	12.9%		1 0	60.3%		0	0	32		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.
- 4 Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	Workforce Analysis) · 2) x 10	,			
					Table 16: Members of Visible Minorities
Emr	loyment Equity Occupational	Meml	bers of Visible Minori	ties	
	up (EEOG)	Short-tern	n Goals Long-te	rm Goals	Comments
			%	%	
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	
Tota	1		0.0	0.0	007752

									Feder	al Contr	actors	Progra	m Achie	vement	Report									
										F	art 4: 1	Results	- Wome	en										
										Ti	ree Fac	ilty Sol	lutions l	nc.										
											20	019-12-	-15											
L																								
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	ployment Equity upational Group	Year			W	orkforce	men					Hires	omen			P	romotio	ns omen			Tei	rminatio	omen	
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01	Senior Managers	2016	10	4	40.0	27.4	:	1	146.0															
	Middle & Other	2019 2016	7 68	31	28.6 45.6	27.6 38.9		0	103.5 117.2	0	0	0.0	0	C	5	2	40.0	2	0	3	2	66.7	1	1
1 1// 1	Managers	2019	69	29	42.0	39.4			106.7	75	26	34.7	30	-4	1 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		-	113.9	26	13	50.0	11	2	2 3	3	100.0	2	2	. 5	3	60.0	3	1
04	Semi-Professionals & Technicians	2016 2019	25 43	18 28	72.0 65.1	62.9 58.3	:		114.5 111.7	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			52.1					100.0		_		10	52.0	1.	
\sqcup		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
06	Supervisors: Crafts & Trades	2016 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	
Ш		2017	ı v	· ·	0.0	0.0	<u> </u>		0.0	<u> </u>		. 0.0			<u>′1 </u>	I	0.0	<u>_</u>		V	<u>^:</u>	0.0		<u>`</u>
			Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:	F . T . 100	Part 3: Goals	E÷Kx	Part 3:	B . M . 100											
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	ployment Equity	Year	FI	ow Data Won				rm Goals _{omen}	\$		Long-ter Won													
	upational Group OG)		All Employees				Percent of		Percent of		Percent of		Percent of					(Commen	ts				
	-			Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
		# 2019	# 5	2	40.0	# 0	%	0.0	%	# 0	0.0	0.0	0.0											
01	Senior Managers	2022	5	2	40.0		J.0	0.0	0.0		J.0	0.0												
02	Middle & Other	2019	88		37.5		0.0	0.0	0.0	THE SECTION OF THE SE	0.0	5												
	Managers	2022 2019	88 29	33 16	37.5 55.2		0.0	0.0	0.0	306 13396 13396 13396 13396	0.0	0.0												
03	Professionals	2019	29		55.2	U	0.0	0.0	0.0		0.0	0.0												
	Semi-Professionals &	2019	48	28	58.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
"	Technicians	2022	48	28	58.3			0.0	0.0	_		0.0												
05	Supervisors	2019 2022	0			0	0.0	4		0	0.0													
06	Supervisors: Crafts &	2019	0	0		31000310003100031000	0.0	0.0			0.0	9												
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	oyment Equity pational Group	Year			W	orkforce						Hires				P	romotio				Te	rminatio		
(EEO			All Employees	Represo	entation	Wo Avail		Gap	EE Result	All Employees	A.c	tual V	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act	wal	omen Expected	Difference
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	dministrative &	2016	14	13	92.9	77.2	11	2	120.3															
S	enior Clerical	2019	32	27		76.8			109.9	48	41	85.4	37		1 4	4	100.0	4	0	22	20	90.9	20	0
	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		<u> </u>
\vdash	Skilled Crafts & 2016 0 0 0.0 0.0 0 0 0.0														, ,	Ĭ	0.0	Ů			Ü	0.0	Ů	
09 T	Trades Workers 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
10 C	lerical Personnel	2016 2019	0	0		0.0		0	0.0		0	0.0		(0	0.0			0	0	0.0		1
In In	itermediate Sales &	2019	0	0		0.0		0		- 0	0	0.0		,	, .	0	0.0	0	0	0	U	0.0	0	-
	ervice Personnel	2019	0	0		0.0		0		1	1	100.0	0	1	1 0	0	0.0	0	0	1	1	100.0	0	1
1 1/1	emi-Skilled Manual /orkers	2016	0	0		0.0		0	0.0	0			0					0					0	
<u></u>	OIKEIS	2019	0	0	0.0	0.0	U		0.0	1 0	0	0.0	1 0	(<u>) </u>	0	0.0	0		0	0	0.0	0	
Data sou	irces:		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÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
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				Entra						oals														
	oyment Equity	Year	F	ow Data			Short-tei Wo		S		Long-ter Wor								4	4.				
(EEO	pational Group (G)		All Employees	Aet		Goal	Percent of		Percent of	Goal	Percent of	1	Percent of					(Commen	IS .				
ľ				Act			Goal Met	Goal	Goal Met		Goal Met		Goal Met											
0.5 A	dministrative &	# 2019	# 52	# 45	% 86.5	# 0	%	0.0	%	# 0	0.0	0.0	0.0											
07 S	enior Clerical	2022	52	45		V	٧.٧	0.0			ÿ.V	0.0	-											
08 SI	killed Sales &	2019	0	0			0.0	0.0			0.0	***	+	-										
CI	ervice Personnel killed Crafts &	2022	0	0		^	0.0	0.0	+	5000 11000 11000 11000 11000	0.0	0.0	+											
09 Ti	rades Workers	2019	0	0		U	0.0	0.0			0.0	0.0		1										
10 C	lerical Personnel	2019	0	0	0.0	0	0.0	0.0	0.0		0.0		0.0											
		2022	0	0		8		0.0				0.0												
	termediate Sales & ervice Personnel	2019	1	1 1		0	0.0	0.0	I		0.0	0.0	+	-										
-	emi-Skilled Manual	2019	0	0		0	0.0	0.0		construction at reconstruction at the const	0.0		1											
	/orkers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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		H	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	Other Sales & Service Personnel	2016 2019	0	0	0.0	0.0		0	0.0			0.0	0	0			0.0					0.0	0	
\vdash	Other Manual	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
	Workers	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 68 562 0.0 0 68 (192	103	53.6	98	5	31	22	71.0	17	5	89	51	57.3	50) 1
		2017	***		55.7	20.0			107.7	172	100	22.0	,,,,				71.0	**		0,		57.5		1
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	ts				G	oals														
	nployment Equity Year Flow Data Short-term Goals										Long-ter													
	EEOG) Teal Women Women Women Women Employees Actual Goal Percent of Goal Goal										Percent of Goal Met	Goal	Percent of Goal Met					C	ommen	ts				
		#	#	#	%	#	%	%	%	#	%	%	%											
		2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
\vdash	Personnel Other Manual	2022 2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
1 14 1	Workers	2022	0	0	0.0		0	0.0	0.0		0	0.0	0.0											
Total		2019 2022	223 223	125 125	56.1 56.1	0	0.0	0.0	0.0	0	0.0	0.0												

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					Workfo	orce An	alysis									Flow	Data A	nalysis						
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(22.2	Employees Representation Availability Gap EE Resu # # # % % # # %										Ac	tual %	Expected #	Difference #	#	Act	wai %	Expected #	Difference #	± #	Act #	uai %	Expected #	Difference #
0.1	Senior Managers 2016 10 0 0.0 2.9 0 0																.,							"
01 3	Senior Managers 2019 7 0 0.0 3.2 0 0										0	0.0	0	() 5	0	0.0	0	0	3	0	0.0	0	0
1 0/1	Middle & Other 2016 68 1 1.5 2.2 1 0 6																							
\vdash	Managers 2019 69 1 1.4 2.7 2 -1 5										1	1.3	2	-1	13	0	0.0	0	0	39	0	0.0	1	-1
03 1	Professionals										0	0.0	0	() 3	0	0.0	0	0	5	0	0.0	0	0
04	2019 23 0 0.0 1.4 0 0																							
04	Technicians 2019 43 1 2.3 1.3 1 0 175										1	2.4	1	() 6	0	0.0	0	0	19	0	0.0	0	0
05	Supervisors	0.0	0	0	0.0		(0	0.0	0	0) 0	0	0.0	0	0							
0.5	Supervisors: Crafts & 2016 0 0 0.0 0.0 0 0 0 0.0 0 0 0 0.0 0 0 0									-	0	0.0	1	,	1		0.0	1	0	, 0	U	0.0	0	U
	Trades	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
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	# # # % # % % 2019 5 0 0.0 0 0.0 0.0									# 0	%	0.0	0.0											
01 5	Senior Managers 2022 5 0 0.0 0.0										0.0	0.0	1											
02 1	Middle & Other	2019	88	1		0	0.0	0.0		0	0.0													
V2 I	Managers	2022	88	1	<u> </u>			4.0				0.0												
03 1	Professionals	2019 2022	29 29	0		0	0.0	0.0			0.0	0.0		1										
0.19	Semi-Professionals & 2019 48 1 2.1 0 0.0 0.0										0.0	0.0	_											
04	Technicians 2022 48 1 2.1 0.0								0.0			0.0	0.0											
05 5	Supervisors 2019 0 0 0.0 0 0.0 0.0 0.0										0.0	0.0		-										
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	Workforce Analysis Workforce Workforce															Data A	•						
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(EEOG)	Occupational Group All Aboriginal Peoples										Aberig	Expected	Difference	All Employees	Act	_	nal Peoples Expected	Difference	All Employees	Act	_	Expected	Difference
	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#							
07 Administrative &	'/																						
Senior Clerical	Senior Clerical 2019 32 0 0.0 3.4 1 -1											2	-2	4	0	0.0	0	0	22	0	0.0	0	0
08 Skilled Sales & Service Personnel												0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts &	Skilled Crafts & 2016 0 0 0.0 0.0 0 0																						
Trades Workers	Trades Workers 2019 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		
. Intermediate Sales &	Clerical Personnel 2019 0 0 0.0 0.0 0 0 Intermediate Sales & 2016 0 0 0.0 0.0 0 0										0.0	0	0	0	0	0.0	0	0	0	U	0.0	0	0
Service Personnel	Service Personnel 2019 0 0 0.0 0.0 0											0	0	0	0	0.0	0	0	1	0	0.0	0	0
Semi-Skilled Manual																							
workers	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÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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(EEOG)	Occupational Group And Aboriginal reopies Aboriginal reopies										Goal	Percent of						ommen	LS				
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Administrative &	, Administrative & 2019 52 0 0.0 0 0.0 0.0									%	0.0												
07 Senior Clerical	2022	52	0				3.4	0.0			0.0												
08 Skilled Sales &	2019	0			0	0.0		0.0	THE RELIEF CONTRACTOR OF THE PERSON NAMED IN CONTRACTOR OF THE PERSON NAME	0.0													
Service Personnel Skilled Crafts &	2022	0	0		0	0.0	0.0	0.0	0	0.0	0.0	+											
09 Trades Workers	2019	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0												
10 Clerical Personnel	2019 2022	0	0		0	0.0	0.0	0.0	0	0.0	0.0	1											
Intermediate Sales &								0.0	0	0.0	0.0	+											
Service Personnel		0	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		U.0	0.0	-											
	1 2022			0.0	L		L 0.0	0.0			0.0	1 0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	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		V ÷ U x 100	U x F ÷ 100	V - X
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(EEOG)		All Employees	-		Aberigin Avail		-		All Employees		Aborig tual	nal Peoples	F 2000	All Employees		Aborig ual	nal Peoples		All Employees	Actus		nal Peoples	T
(1200)	#	#	Represe	ntation %	Avan	ability #	Gap #	EE Result	#	# Ac	tuai %	Expected #	Difference #	##	#	uai %	Expected #	Difference #	#	# Actus	%	Expected #	Difference #
Other Sales & Service	2016	0	0		0.0	0	0	0.0															
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
14 Other Manual Workers	2016 2019	0	0				0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
	2019	121	1	0.8			1	0.0	-	0	0.0		0			0.0	0			- 0	0.0		
Total	2019	174	2	1.1	2.3	4	-2	50.0	192	. 2	1.0	4	-2	31	0	0.0	0	0	89	0	0.0	1	-1
			D 2							Ĭ	T	 !											
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÷Kx 100	Part 3: Goals	F ÷ M x 100											
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			Entra						oals														
Employment Equity	Year	F	ow Data			Short-ter		5		Long-ter Aborigina													
(EEOG)	ccupational Group All Aboriginal reopies Aboriginal reopies											Percent of Goal Met					(Commen	ts				
	# # # % # % %										%	%											
Other Sales & Service Personnel	2019 2022	0	0		C11000C1000C1000C1000C100C	0.0	0.0	0.0	0	0.0	0.0	0.0											
Other Manual	2022	0	0		Chee photomes of the	0.0	0.0	0.0	0	0.0	4	0.0											
Workers	2022	0	0		1120005112200511220051122005		0.0	0.0			0.0	0.0											
Total	2019	223	2			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												

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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(EEOG)		Employees	Represer	itation			Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac		Expected	Difference	Employees	Act		Expected	Difference
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01& Managers	& Managers 2016 78 3 3.8 4.3 3 0 2019 76 4 5.7 5.0 4 1										5.3	4	0	18	0	0.0	1	-1	42	1	2.4	2	-1
03 Professionals	2016	4		0.0				0.0	26		0.0	2	2	3		0.0			-	0	0.0		
Semi-Professionals &	2019	23 25		0.0 8.0			-2 1	0.0 173.9	26	0	0.0	2	-2	3	0	0.0	0	0	5	0	0.0	0	0
04 Technicians	2019	43		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															
O6 Supervisors: Crafts &	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
06 Trades	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
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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÷1x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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		Nev	v Entran	ts				G	oals														
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Occupational Group Year Persons with Persons with Disabilities Persons with Di										Persons with	Disabilities						C	Commen	ts				
(EEOG)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
01& Managers	2019	93		4.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	2022	93 29		4.3 0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
03 Professionals	2022	29		0.0		V.0	20.0	0.0			0.0	0.0											
04 Semi-Professionals &	2019	48		4.2		0.0	0.0	0.0	0	0.0	0.0	0.0											
Technicians	2022	48		0.0	3400010000010040011004001	0.0	7.6 0.0	54.8 0.0	0	0.0	0.0	0.0											
05 Supervisors	2019	0		0.0		0.0	0.0	0.0	V	0.0	0.0	0.0											
06 Supervisors: Crafts &	2019	0		0.0		0.0	0.0	0.0		0.0	0.0	0.0											
Trades	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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									l	art 6: R	esults -	Person	ıs with I	Disabiliti	ies									
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	Employment Equity Occupational Group All Persons with Disabilities									All		Hires Persons w	ith Disabilitie		All	P	romotio	ns ith Disabilitie		All	T	erminati Persons v	ONS ith Disabilitie	*5
(EE	EEOG) Employees Representation Availability Gap EE Rest									Employees	Ac	tual	Expected	Difference	Employees	Ac	ual	Expected	Difference	Employees	Ac	tual	Expected	Difference
	# # # % % # #									#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	Administrative & 2016 14 0 0.0 3.4 0 0 Senior Clerical 2019 32 0 0.0 10.0 3 -3 0									48	0	0.0	5	-5	5 4	1 0	0.0	0	0	22	0	0.0	0	0
	Skilled Sales & 2016 0 0 0.0 0.0 0 0																							
\vdash	Service Personnel Skilled Crafts &	2019 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
	Trades Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2016 2019	0	0	0.0	0.0	0	0	0.0		0	0.0		0		0	0.0	0			0	0.0		
11	Intermediate Sales &	2019	0	0		0.0	0	0	0.0	0	0	0.0	0	U	,) 0	0.0	0	- 0	, 0	0	0.0	0	0
\vdash	Service Personnel	2019 2016	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0) (0	0.0	0	0	1	0	0.0	0	0
1 1/1	Semi-Skilled Manual Workers	0.0	0.0		0	0.0	0	0	0.0	0	0) (0	0.0	0	0	0	0	0.0	0	0			
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Data s	ources:		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÷Kx 100	Part 3: Goals	F ÷ M x 100											
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	ccupational Group All Persons with Disabilities Persons with Disabilities								B 6		Persons with	Disabilities	Ι., ,					('ommen	its				
1	Actual Goal Goal Met Goal Goal Met								Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	Administrative &	# 0	%	%	0.0	# 0	0.0	%	0.0															
	Senior Clerical	2019	52 52	0			0.0	12.0	0.0		0.0	0.0												
	Skilled Sales &	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
\vdash	Service Personnel Skilled Crafts &	2022 2019	0	0		8400 10400 10400 10400 1	0.0	0.0	0.0	0	0.0	0.0												
	Trades Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
	Clerical Personnel	2019 2022	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
	Intermediate Sales & 2019 1 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0							0.0	0.0	0	0.0	0.0												
\vdash	Semi-Skilled Manual 2019 0 0 0.0 0 0.0							0.0	0.0	0	0.0	0.0												
	Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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Data sou	irces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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	oyment Equity pational Group	Year				orkforce Persons with	Dischard					Hires	th Disabilities			P	romotio	ns ith Disabilitie:				minatio	ons th Disabilitie	_
(EEO			All Employees	Represen		Availa		Gap	EE Result	All Employees	Act	rersons w	Expected	Difference	All Employees	Ac		Expected	Difference	All Employees	Acti		Expected	S Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
		2016	0	0	0.0	0.0	0	0	0.0															
		2019 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
141		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	L	2016	121	5	4.1		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 sou	irces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Occup (EEO	pational Group	Year	All Employees	Persons Disabil	ities		Persons with	n Disabilities	Percent of		Persons with		Percent of					C	Commen	ts				
				Actu		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
0	Other Sales & Service	# 2019	# 0	# 0	0.0	# 0	0,0	% 0.0	% 0.0	# ()	0,0	0.0	%											
	ersonnel	2022	0	0	0.0		0.0	0.0	0.0	V	V.0	0.0	0.0											
141	L	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
\\		2022 2019	223	6	0.0	ا ا	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	-	2019	223	6	2.7		0.0	0.0	0.0	U	0.0	0.0	0.0											

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								Par	t 7: Resu	lts - Me	embers	of Visit	le Mino	rities									
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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(EEOG)	EE Result	All Employees	Act		Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference							
	#	Employees #	Represe	%	%	ability #	Gap #	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	2016	10	0	0.0	10.1	1	-1	0.0															
	2019	7	0	0.0	11.5	•	-1 -4	0.0 58.8	0	0	0.0	0	0	5	0	0.0	0	0	3	0	0.0	0	0
1 02 1	2 Middle & Other Managers 2016 68 6 8.8 15.0 10 2019 69 13 18.8 17.6 12										21.3	13	3	13	1	7.7	1	0	39	6	15.4	3	3
03 Professionals	2016	4	0	0.0		<u> </u>	-1	107.0 0.0	75	16	21.5	15		13		7.7			37	Ü	15.1		
U3 Professionals	2019	23	6	26.1	29.0		-1	90.0	26	6	23.1	8	-2	3	2	66.7	0	2	. 5	0	0.0	0	0
04 Semi-Professionals &	2016	25	2					37.7 87.6	42	8	10.0	10				0.0			10		0.0	2	
	Technicians 2019 43 9 20.9 23.9 10 15 Supervisors 2016 0 0 0.0 0.0 0										19.0	10	-2	6	0	0.0	0	0	19	0	0.0	2	-2
05 Supervisors	2019	0	0	0.0	0.0	<u> </u>	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts &	2016	0	0	0.0			0	0.0															
Trades	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											
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			Entrai	its	-	61			oals		<u> </u>												
Employment Equity	Year		low Data Visible M	inorities			rm Goals	· ·		Long-ter Visible M							r	Commen	te				
(EEOG)	EEOG) Employees Actual Coal Percent of Coal Percent of										Goal	Percent of					•	Johnnen	Lo				
	%	Goal Met	Goal #	Goal Met	%	Goal Met																	
01 Senior Managers	0.0	2	0.0	0.0	0.0																		
02 Middle & Other	2019	88				242.9		0.0	10	170.0	0.0												
Managers	2022 2019	88 29	17 8		0.00000.00000.00000.0000	800.0	0.0	0.0	1	400.0	0.0												
03 Professionals	2019	29			000000000000000000000000000000000000000	800.0	29.0	95.1	2	400.0	0.0												
04 Semi-Professionals & Technicians	2019	48	8	16.7	0.100000.100000.100000.10000	200.0	0.0	0.0	6	133.3	0.0	0.0											
	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
05 Supervisors	0	0		01000001000001000010000		0.0	0.0			0.0	0.0												
06 Supervisors: Crafts &	2019	0	0		0	0.0		0.0	0	0.0	0.0												
Trades	2022	0	0	0.0			0.0	0.0			0.0	0.0											

	Federal Contractors Program										m Achie	vement	Report										
								Par	t 7: Resu	lts - Me	embers	of Visit	ole Mino	rities									
									Ti	ree Fac	ilty Sol	lutions l	nc.										
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	Workforce Analysis Workforce Workforce															Data A							
	mployment Equity ccupational Group Year All Workforce Visible Minorities									I	Hires	Minorities			P	romotio	1S Minorities			Te	rminatio	Minorities	
(EEOG)	EE Result	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference							
	#	Employees #	Represe	%	%	ability #	Gap #	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative &	2016	14	2		12.2	2	0	117.1															
Senior Clerical	2019	32	4		14.1	•	-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	<u>. </u>	0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
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09 Trades Workers	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
10 Clerical Personnel	2016	0	0		0.0		0	0.0															
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11 Service Personnel	2019	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	2016	0	0		0.0	:	0	0.0															
Workers	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
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12 Semi-Skilled Manual Workers	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
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Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal C_0

Rea	uired	measi	ires:
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Requi	red measures:
V	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
J	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.
\checkmark	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).
J	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.
J	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

✓	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.
V	Undertook initiatives to increase representation where gaps in representation were found.
V	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.
Oper	ational Context
	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 accomodations 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:

 \boxtimes Yes \square 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				
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
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			
Employment Equity Occupational Group (EEOG)		Gap -	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
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	Representation	LIVIA

			(1 to 3 years)	(+3 years)		
#	Description	#	%	%	%	%
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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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



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