



Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Toyota Canada Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 415110	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 718 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan021-eng.htm

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

HEAD OFFICE			
Address (building number, street, suite, etc.) One Toyota Place	City Toronto	Province ON	Postal Code M1R1H9
	Telephone Number 416-438-6320	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Kylie Jimenez	Title Human Resources Manager
Telephone Number 416-438-6320	E-mail Address Kylie_Jimenez@toyota.ca

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Mr. Seiji Ichii	Title President and CEO
Telephone Number 416-438-6320	E-mail Address Seiji_Ichii@toyota.ca
Signature 	Date Oct. 10, 2013

RETURN INSTRUCTIONS
IMPORTANT
<ul style="list-style-type: none"> The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 363-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca



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

Reporting Period 2016-05-12 to 2018-08-15

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF
EMPLOYEES LOCATED IN
EACH AREA)



	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	521	0	0	521	Calgary	15	0	0	15
Québec	29	0	0	29	Halifax	9	0	0	9
Nova Scotia	9	0	0	9	Montréal	29	0	0	29
British Columbia	49	0	0	49	Toronto	521	0	0	521
Alberta	15	0	0	15	Vancouver	49	0	0	49
Total Employees in Canada				623	Total Employees in Canada				623



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	40	33	7							9	7	2
	Total	40	33	7							9	7	2
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	78	67	11				1		1	15	12	3
	Total	78	67	11				1		1	15	12	3
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	297	173	124	2	1	1	3	1	2	115	68	47
	Total	297	173	124	2	1	1	3	1	2	115	68	47
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	14					1	1		2	2	
	Total	14	14					1	1		2	2	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	9								1	1	
	Total	9	9								1	1	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3		3							2		2
	Total	3		3							2		2
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	2	6							3	1	2
	Total	8	2	6							3	1	2
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	15	10	5							4	1	3
	Total	15	10	5							4	1	3



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	56	47	9				1	1		11	11	
	Total	56	47	9				1	1		11	11	
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		521	356	165	2	1	1	6	3	3	162	103	59



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-05-12 to 2018-08-15

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	7	1									
	Total	8	7	1									
Total Number of Employees		29	24	5				1	1				



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2016-05-12 to 2018-08-15

007781

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-05-12 to 2018-08-15

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-05-12 to 2018-08-15

007783

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2							1		1
	Total	2		2							1		1
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1									
	Total	3	2	1									
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26	23	3							2	2	
	Total	26	23	3							2	2	
Total Number of Employees		49	40	9							5	2	3



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-05-12 to 2018-08-15

007784

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1									
	Total	3	2	1									
Total Number of Employees		15	12	3	1	1					1	1	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2016-05-12 to 2018-08-15

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	521	356	165	2	1	1	6	3	3	162	103	59
Total Number of Employees	521	356	165	2	1	1	6	3	3	162	103	59



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2016-05-12 to 2018-08-15

007787

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	29	24	5				1	1				
Total Number of Employees	29	24	5				1	1				



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Nova Scotia

Reporting Period 2016-05-12 to 2018-08-15

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

Reporting Period 2016-05-12 to 2018-08-15

007789

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	49	40	9							5	2	3
Total Number of Employees	49	40	9							5	2	3



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Reporting Period 2016-05-12 to 2018-08-15

007790

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	8	6	2							3	2	1
Middle and Other Managers	9	8	1							4	3	1
Professionals	109	66	43							51	35	16
Semi-Professionals and Technicians	5	5								1	1	
Administrative and Senior Clerical Personnel	3		3							2		2
Clerical Personnel	6	3	3							3	1	2
Intermediate Sales and Service Personnel	3	1	2							1		1
Semi-Skilled Manual Workers	24	18	6							4	4	
Total Number of Employees Hired	167	107	60							69	46	23



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2	2										
Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Hired	4	2	2									



Toyota Canada Inc. (certificate # V061291)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Nova Scotia
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	3	2	1									
Total Number of Employees Hired	3	2	1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1	1										
Supervisors	1	1										
Clerical Personnel	1		1									
Semi-Skilled Manual Workers	15	14	1									
Total Number of Employees Hired	18	16	2									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2	1	1									
Intermediate Sales and Service Personnel	1	1										
Total Number of Employees Hired	3	2	1									



Toyota Canada Inc. (certificate # V061291)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	6	2	4							1		1
Middle and Other Managers	17	14	3							5	4	1
Professionals	32	16	16							12	3	9
Semi-Professionals and Technicians	1	1										
Intermediate Sales and Service Personnel	3	1	2							1		1
Total Number of Employees Promoted	59	34	25							19	7	12
Total Number of Promotions	66	38	28							21	7	14



Toyota Canada Inc. (certificate # V061291)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Québec
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Intermediate Sales and Service Personnel	2	1	1									
Total Number of Employees Promoted	2	1	1									
Total Number of Promotions	2	1	1									



Toyota Canada Inc. (certificate # V061291)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Nova Scotia
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1	1								1	1	
Total Number of Employees Promoted	1	1								1	1	
Total Number of Promotions	1	1								1	1	



Toyota Canada Inc. (certificate # V061291)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / British Columbia
Reporting Period 2016-05-12 to 2018-08-15

007799

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



Toyota Canada Inc. (certificate # V061291)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Alberta
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1								1	1	
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Promoted	2	1	1							1	1	
Total Number of Promotions	3	1	2							1	1	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	12	11	1							1	1	
Middle and Other Managers	12	11	1				1	1		3	3	
Professionals	47	24	23	1		1				13	6	7
Semi-Professionals and Technicians	3	3										
Clerical Personnel	3	1	2							2		2
Intermediate Sales and Service Personnel	2	1	1							1	1	
Semi-Skilled Manual Workers	5	4	1							2	2	
Total Number of Employees Terminated	84	55	29	1		1	1	1		22	13	9



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1		1									
Intermediate Sales and Service Personnel	2		2									
Total Number of Employees Terminated	3		3									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Nova Scotia

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1		1									
Clerical Personnel	1		1									
Total Number of Employees Terminated	2		2									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / British Columbia
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1					1	1				
Professionals	2	2										
Intermediate Sales and Service Personnel	2	2								1	1	
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Terminated	6	6					1	1		1	1	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2016-05-12 to 2018-08-15

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2	2										
Professionals	1	1										
Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	1	1										
Total Number of Employees Terminated	5	4	1									



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-15

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	42	7	16.7 %	27.4 %	12	-5	National
02 : Middle and Other Managers	National	90	11	12.2 %	38.9 %	35	-24	National
03 : Professionals		334	131	39.2 %	41.2 %	138	-7	
1111 : Financial auditors and accountants	National	4	2	50.0 %	55.1 %	2	0	National
1112 : Financial and investment analysts	National	3	1	33.3 %	50.1 %	2	-1	National
1121 : Human resources professionals	National	9	8	88.9 %	71.1 %	6	2	National
1122 : Professional occupations in business management consulting	National	264	113	42.8 %	42.0 %	111	2	National
2132 : Mechanical engineers	National	9	0	0.0 %	9.0 %	1	-1	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	12.6 %	0	0	National
2171 : Information systems analysts and consultants	National	25	4	16.0 %	28.3 %	7	-3	National
2172 : Database analysts and data administrators	National	4	1	25.0 %	35.2 %	1	0	National
2175 : Web designers and developers	National	2	0	0.0 %	32.9 %	1	-1	National
4021 : College and other vocational instructors	National	10	0	0.0 %	53.8 %	5	-5	National
4112 : Lawyers and Quebec notaries	National	3	2	66.7 %	42.5 %	1	1	National
04 : Semi-Professionals and Technicians		17	1	5.9 %	9.6 %	2	-1	
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	11.6 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	12	0	0.0 %	6.3 %	1	-1	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	1	0	0.0 %	9.4 %	0	0	Québec
2262 : Engineering inspectors and regulatory officers	British Columbia	1	1	100.0 %	17.9 %	0	1	British Columbia
2282 : User support technicians	Ontario	2	0	0.0 %	24.2 %	0	0	Ontario
05 : Supervisors		11	0	0.0 %	52.7 %	6	-6	
Employment Equity Occupational Group	Toronto	9	0	0.0 %	53.0 %	5	-5	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	51.4 %	1	-1	Vancouver
07 : Administrative and Senior Clerical Personnel		3	3	100.0 %	80.1 %	2	1	



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-15

007807

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	3	3	100.0 %	80.1 %	2	1	Toronto
10 : Clerical Personnel		12	10	83.3 %	66.2 %	8	2	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.2 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	1	1	100.0 %	62.5 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	8	6	75.0 %	65.2 %	5	1	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	70.0 %	1	1	Vancouver
11 : Intermediate Sales and Service Personnel		31	8	25.8 %	63.7 %	20	-12	
Employment Equity Occupational Group	Calgary	3	1	33.3 %	66.1 %	2	-1	Calgary
Employment Equity Occupational Group	Halifax	2	0	0.0 %	65.5 %	1	-1	Halifax
Employment Equity Occupational Group	Montréal	8	1	12.5 %	61.8 %	5	-4	Montréal
Employment Equity Occupational Group	Toronto	15	5	33.3 %	63.9 %	10	-5	Toronto
Employment Equity Occupational Group	Vancouver	3	1	33.3 %	64.2 %	2	-1	Vancouver
12 : Semi-Skilled Manual Workers		82	12	14.6 %	20.5 %	17	-5	
Employment Equity Occupational Group	Toronto	56	9	16.1 %	22.0 %	12	-3	Toronto
Employment Equity Occupational Group	Vancouver	26	3	11.5 %	17.1 %	4	-1	Vancouver
13 : Other Sales and Service Personnel		1	0	0.0 %	55.5 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	55.5 %	1	-1	Toronto
Total		623	183	29.4 %	38.4 %	241	-58	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-15

007808

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Representation %	Availability %		
01 : Senior Managers	National	42	0	0.0 %	2.9 %	1	National
02 : Middle and Other Managers	National	90	0	0.0 %	2.2 %	2	National
03 : Professionals		334	3	0.9 %	1.6 %	5	
1111 : Financial auditors and accountants	National	4	0	0.0 %	1.3 %	0	National
1112 : Financial and investment analysts	National	3	0	0.0 %	0.9 %	0	National
1121 : Human resources professionals	National	9	0	0.0 %	2.7 %	0	National
1122 : Professional occupations in business management consulting	National	264	2	0.8 %	1.6 %	4	National
2132 : Mechanical engineers	National	9	1	11.1 %	0.7 %	0	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	0.9 %	0	National
2171 : Information systems analysts and consultants	National	25	0	0.0 %	1.1 %	0	National
2172 : Database analysts and data administrators	National	4	0	0.0 %	1.3 %	0	National
2175 : Web designers and developers	National	2	0	0.0 %	1.5 %	0	National
4021 : College and other vocational instructors	National	10	0	0.0 %	2.4 %	0	National
4112 : Lawyers and Quebec notaries	National	3	0	0.0 %	1.6 %	0	National
04 : Semi-Professionals and Technicians		17	0	0.0 %	1.4 %	0	
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	3.5 %	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	12	0	0.0 %	1.4 %	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	1	0	0.0 %	0.4 %	0	Québec
2262 : Engineering inspectors and regulatory officers	British Columbia	1	0	0.0 %	0.0 %	0	British Columbia
2282 : User support technicians	Ontario	2	0	0.0 %	1.6 %	0	Ontario
05 : Supervisors		11	0	0.0 %	1.3 %	0	
Employment Equity Occupational Group	Toronto	9	0	0.0 %	1.0 %	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.6 %	0	Vancouver
07 : Administrative and Senior Clerical Personnel		3	0	0.0 %	0.8 %	0	



Workplace Equity Information Management System - Toyota Canada Inc.

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Date: 2018-08-15

007809

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	3	0	0.0 %	0.8 %	0	0	Toronto
10 : Clerical Personnel		12	0	0.0 %	1.2 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.4 %	0	0	Vancouver
11 : Intermediate Sales and Service Personnel		31	0	0.0 %	1.2 %	0	0	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Halifax	2	0	0.0 %	3.2 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	8	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	15	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.3 %	0	0	Vancouver
12 : Semi-Skilled Manual Workers		82	0	0.0 %	1.2 %	1	-1	
Employment Equity Occupational Group	Toronto	56	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	26	0	0.0 %	2.2 %	1	-1	Vancouver
13 : Other Sales and Service Personnel		1	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
Total		623	3	0.5 %	1.7 %	9	-6	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-15

007810

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	42	10	23.8 %	10.1 %	4	6	National
02 : Middle and Other Managers	National	90	15	16.7 %	15.0 %	14	1	National
03 : Professionals		334	117	35.0 %	22.4 %	75	42	
1111 : Financial auditors and accountants	National	4	4	100.0 %	27.5 %	1	3	National
1112 : Financial and investment analysts	National	3	1	33.3 %	35.4 %	1	0	National
1121 : Human resources professionals	National	9	5	55.6 %	14.1 %	1	4	National
1122 : Professional occupations in business management consulting	National	264	82	31.1 %	21.6 %	57	25	National
2132 : Mechanical engineers	National	9	4	44.4 %	28.6 %	3	1	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	38.2 %	0	0	National
2171 : Information systems analysts and consultants	National	25	17	68.0 %	31.4 %	8	9	National
2172 : Database analysts and data administrators	National	4	3	75.0 %	32.3 %	1	2	National
2175 : Web designers and developers	National	2	1	50.0 %	22.8 %	0	1	National
4021 : College and other vocational instructors	National	10	0	0.0 %	13.4 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	3	0	0.0 %	12.5 %	0	0	National
04 : Semi-Professionals and Technicians		17	3	17.6 %	22.2 %	4	-1	
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	21.3 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	12	2	16.7 %	20.5 %	2	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	1	0	0.0 %	7.3 %	0	0	Québec
2262 : Engineering inspectors and regulatory officers	British Columbia	1	1	100.0 %	31.0 %	0	1	British Columbia
2282 : User support technicians	Ontario	2	0	0.0 %	35.9 %	1	-1	Ontario
05 : Supervisors		11	1	9.1 %	45.3 %	5	-4	
Employment Equity Occupational Group	Toronto	9	1	11.1 %	45.8 %	4	-3	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	43.4 %	1	-1	Vancouver
07 : Administrative and Senior Clerical Personnel		3	2	66.7 %	37.3 %	1	1	



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-15

007811

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	3	2	66.7 %	37.3 %	1	1	Toronto
10 : Clerical Personnel		12	4	33.3 %	42.6 %	5	-1	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	24.3 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	17.4 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	8	3	37.5 %	48.1 %	4	-1	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	42.3 %	1	0	Vancouver
11 : Intermediate Sales and Service Personnel		31	4	12.9 %	37.4 %	12	-8	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	29.7 %	1	-1	Calgary
Employment Equity Occupational Group	Halifax	2	0	0.0 %	8.5 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	8	0	0.0 %	22.2 %	2	-2	Montréal
Employment Equity Occupational Group	Toronto	15	4	26.7 %	48.9 %	7	-3	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	47.5 %	1	-1	Vancouver
12 : Semi-Skilled Manual Workers		82	13	15.9 %	54.7 %	45	-32	
Employment Equity Occupational Group	Toronto	56	11	19.6 %	57.5 %	32	-21	Toronto
Employment Equity Occupational Group	Vancouver	26	2	7.7 %	48.9 %	13	-11	Vancouver
13 : Other Sales and Service Personnel		1	0	0.0 %	52.7 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	52.7 %	1	-1	Toronto
Total		623	169	27.1 %	26.4 %	166	3	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-15

007812

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	132	1	0.8 %	4.3 %	6	-5	National
03 : Professionals	National	334	4	1.2 %	3.8 %	13	-9	National
04 : Semi-Professionals and Technicians	National	17	1	5.9 %	4.6 %	1	0	National
05 : Supervisors	National	11	0	0.0 %	13.9 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	3	0	0.0 %	3.4 %	0	0	National
10 : Clerical Personnel	National	12	0	0.0 %	7.0 %	1	-1	National
11 : Intermediate Sales and Service Personnel	National	31	0	0.0 %	5.6 %	2	-2	National
12 : Semi-Skilled Manual Workers	National	82	1	1.2 %	4.8 %	4	-3	National
13 : Other Sales and Service Personnel	National	1	0	0.0 %	6.3 %	0	0	National
Total		623	7	1.1 %	4.4 %	29	-22	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-08-15

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



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WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Toyota Canada Inc.

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Date: 2018-08-15

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	42	7	16.7 %	27.4 %	12	-5
02 : Middle and Other Managers	90	11	12.2 %	38.9 %	35	-24
03 : Professionals	334	131	39.2 %	41.2 %	138	-7
04 : Semi-Professionals and Technicians	17	1	5.9 %	9.6 %	2	-1
05 : Supervisors	11	0	0.0 %	52.7 %	6	-6
07 : Administrative and Senior Clerical Personnel	3	3	100.0 %	80.1 %	2	1
10 : Clerical Personnel	12	10	83.3 %	66.2 %	8	2
11 : Intermediate Sales and Service Personnel	31	8	25.8 %	63.7 %	20	-12
12 : Semi-Skilled Manual Workers	82	12	14.6 %	20.5 %	17	-5
13 : Other Sales and Service Personnel	1	0	0.0 %	55.5 %	1	-1
Total	623	183	29.4 %	38.4 %	241	-58

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Summary Report

Date: 2018-08-15

007816

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	42	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	90	0	0.0 %	2.2 %	2	-2
03 : Professionals	334	3	0.9 %	1.6 %	5	-2
04 : Semi-Professionals and Technicians	17	0	0.0 %	1.4 %	0	0
05 : Supervisors	11	0	0.0 %	1.3 %	0	0
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	0.8 %	0	0
10 : Clerical Personnel	12	0	0.0 %	1.2 %	0	0
11 : Intermediate Sales and Service Personnel	31	0	0.0 %	1.2 %	0	0
12 : Semi-Skilled Manual Workers	82	0	0.0 %	1.2 %	1	-1
13 : Other Sales and Service Personnel	1	0	0.0 %	0.8 %	0	0
Total	623	3	0.5 %	1.7 %	9	-6

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Toyota Canada Inc.

Workforce Analysis - Summary Report

Date: 2018-08-15

Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	42	10	23.8 %	10.1 %	4	6
02 : Middle and Other Managers	90	15	16.7 %	15.0 %	14	1
03 : Professionals	334	117	35.0 %	22.4 %	75	42
04 : Semi-Professionals and Technicians	17	3	17.6 %	22.2 %	4	-1
05 : Supervisors	11	1	9.1 %	45.3 %	5	-4
07 : Administrative and Senior Clerical Personnel	3	2	66.7 %	37.3 %	1	1
10 : Clerical Personnel	12	4	33.3 %	42.6 %	5	-1
11 : Intermediate Sales and Service Personnel	31	4	12.9 %	37.4 %	12	-8
12 : Semi-Skilled Manual Workers	82	13	15.9 %	54.7 %	45	-32
13 : Other Sales and Service Personnel	1	0	0.0 %	52.7 %	1	-1
Total	623	169	27.1 %	26.4 %	166	3

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Toyota Canada Inc.

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Date: 2018-08-15

007818

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	132	1	0.8 %	4.3 %	6	-5
03 : Professionals	334	4	1.2 %	3.8 %	13	-9
04 : Semi-Professionals and Technicians	17	1	5.9 %	4.6 %	1	0
05 : Supervisors	11	0	0.0 %	13.9 %	2	-2
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	3.4 %	0	0
10 : Clerical Personnel	12	0	0.0 %	7.0 %	1	-1
11 : Intermediate Sales and Service Personnel	31	0	0.0 %	5.6 %	2	-2
12 : Semi-Skilled Manual Workers	82	1	1.2 %	4.8 %	4	-3
13 : Other Sales and Service Personnel	1	0	0.0 %	6.3 %	0	0
Total	623	7	1.1 %	4.4 %	29	-22

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-08-15

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2018-08-15

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Toyota Canada Inc.
[Date: 2018-08-15]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	5	12

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	15

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	%	
01	Senior Managers	41	4	27.40
02	Middle & Other Managers	99	13	38.90
03	Professionals	272	111	41.90
04	Semi-Professionals & Technicians	13	0	8.30
05	Supervisors	12	0	52.50
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	12	10	67.10
11	Intermediate Sales & Service Personnel	34	6	63.70
12	Semi-Skilled Manual Workers	51	4	20.50
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		534	148	39.6

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	%	
		42	7	27.40
		90	11	38.90
		334	131	41.20
		17	1	9.60
		11	0	52.70
		0	0	0.00
		3	3	80.10
		0	0	0.00
		0	0	0.00
		12	10	66.20
		31	8	63.70
		82	12	20.50
		1	0	55.50
		0	0	0.00
		623	183	38.4

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	5	12

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	15

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	41	0	2.90
02	Middle & Other Managers	99	0	2.20
03	Professionals	272	3	1.60
04	Semi-Professionals & Technicians	13	0	1.50
05	Supervisors	12	0	1.50
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	12	0	1.50
11	Intermediate Sales & Service Personnel	34	1	1.30
12	Semi-Skilled Manual Workers	51	0	1.10
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		534	4	1.7

*** Source:**
2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		42	0	2.90
		90	0	2.20
		334	3	1.60
		17	0	1.40
		11	0	1.30
		0	0	0.00
		3	0	0.80
		0	0	0.00
		0	0	0.00
		12	0	1.20
		31	0	1.20
		82	0	1.20
		1	0	0.80
		0	0	0.00
Total		623	3	1.7

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start Date of Flow Data		
YYYY	MM	DD
2016	05	12

End Date of Flow Data		
YYYY	MM	DD
2018	08	15

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	8	2	0	0	7	4	0	0	12	1	0	0
02 Middle & Other Managers	9	1	0	0	19	3	0	0	15	1	0	0
03 Professionals	117	45	0	0	33	16	0	0	52	25	0	0
04 Semi-Professionals & Technicians	5	0	0	0	1	0	0	0	3	0	0	0
05 Supervisors	1	0	0	0	1	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	3	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	8	5	0	0	0	0	0	0	5	4	0	0
11 Intermediate Sales & Service Personnel	5	3	0	0	7	4	0	0	7	3	0	0
12 Semi-Skilled Manual Workers	39	7	0	0	0	0	0	0	6	1	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	195	66	0	0	68	27	0	0	100	35	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start Date of Flow Data		
YYYY	MM	DD
2016	05	12

End Date of Flow Data		
YYYY	MM	DD
2018	08	15

Data from Form 4 - Employees Hired

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Table 2: Aboriginal Peoples

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 6: Aboriginal Peoples

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	8	0	0	0	7	0	0	0	12	0	0	0
02 Middle & Other Managers	9	0	0	0	19	0	0	0	15	0	0	0
03 Professionals	117	0	0	0	33	0	0	0	52	1	0	0
04 Semi-Professionals & Technicians	5	0	0	0	1	0	0	0	3	0	0	0
05 Supervisors	1	0	0	0	1	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	8	0	0	0	0	0	0	0	5	0	0	0
11 Intermediate Sales & Service Personnel	5	0	0	0	7	0	0	0	7	0	0	0
12 Semi-Skilled Manual Workers	39	0	0	0	0	0	0	0	6	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	195	0	0	0	68	0	0	0	100	1	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start Date of Flow Data		
YYYY	MM	DD
2016	05	12

End Date of Flow Data		
YYYY	MM	DD
2018	08	15

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	8	0	0	0	7	0	0	0	12	0	0	0
02 Middle & Other Managers	9	0	0	0	19	0	0	0	15	2	0	0
03 Professionals	117	0	0	0	33	0	0	0	52	0	0	0
04 Semi-Professionals & Technicians	5	0	0	0	1	0	0	0	3	0	0	0
05 Supervisors	1	0	0	0	1	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	8	0	0	0	0	0	0	0	5	0	0	0
11 Intermediate Sales & Service Personnel	5	0	0	0	7	0	0	0	7	0	0	0
12 Semi-Skilled Manual Workers	39	0	0	0	0	0	0	0	6	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	195	0	0	0	68	0	0	0	100	2	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start Date of Flow Data		
YYYY	MM	DD
2016	05	12

End Date of Flow Data		
YYYY	MM	DD
2018	08	15

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	8	3	0	0
02 Middle & Other Managers	9	4	0	0
03 Professionals	117	51	0	0
04 Semi-Professionals & Technicians	5	1	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	2	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	3	0	0
11 Intermediate Sales & Service Personnel	5	1	0	0
12 Semi-Skilled Manual Workers	39	4	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	195	69	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
7	2	0	0
19	5	0	0
33	13	0	0
1	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
7	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
68	21	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
12	1	0	0
15	3	0	0
52	13	0	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
5	2	0	0
7	2	0	0
6	2	0	0
0	0	0	0
0	0	0	0
100	23	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for First/Previous Goals

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

Table 1: Women

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-5-12	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	41	0.8%		0	28.9%		0	0	4	0.0%	0	7	0	27.4%	-7	-7	9.8%	9.8%		
02 Middle & Other Managers	99	-3.1%		0	15.9%		0	0	13	0.0%	0	26	0	38.9%	-26	-26	13.1%	13.1%		
03 Professionals	272	7.1%		0	17.2%		0	0	111	0.0%	0	3	0	41.9%	-3	-3	40.8%	40.8%		
04 Semi-Professionals & Tech	13	9.4%		0	20.0%		0	0	0	0.0%	0	1	0	8.3%	-1	-1	0.0%	0.0%		
05 Supervisors	12	-2.9%		0	0.0%		0	0	0	0.0%	0	6	0	52.5%	-6	-6	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	12	0.0%		0	41.7%		0	0	10	0.0%	0	-2	0	67.1%	2	2	83.3%	83.3%		
11 Intermediate Sales & Service	34	-3.0%		0	21.5%		0	0	6	0.0%	0	16	0	63.7%	-16	-16	17.6%	17.6%		
12 Semi-Skilled Manual	51	17.2%		0	9.0%		0	0	4	0.0%	0	6	0	20.5%	-6	-6	7.8%	7.8%		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	534	5.3%		0	17.3%		0	0	148	0.0%	0	63	0	39.6%	-63	-63	27.7%	27.7%		

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	0.0	6	0.0	
02 Middle & Other Managers	7	0.0	21	0.0	
03 Professionals	28	0.0	2	0.0	
04 Semi-Professionals & Tech	0	0.0	1	0.0	
05 Supervisors	2	0.0	4	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	4	0.0	13	0.0	
12 Semi-Skilled Manual	2	0.0	5	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	44		52		

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-5-12	Annually	Over 3 Years	#	2016	2019	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	41	0.8%		0	28.9%		0	0	0	0.0%	0	1	0		2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	99	-3.1%		0	15.9%		0	0	0	0.0%	0	2	0		2.2%	-2	-2	0.0%	0.0%
03 Professionals	272	7.1%		0	17.2%		0	0	3	0.0%	0	1	0		1.6%	-1	-1	1.1%	1.1%
04 Semi-Professionals & Tech	13	9.4%		0	20.0%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.0%	0.0%
05 Supervisors	12	-2.9%		0	0.0%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	12	0.0%		0	41.7%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	34	-3.0%		0	21.5%		0	0	1	0.0%	0	-1	0		1.3%	1	1	2.9%	2.9%
12 Semi-Skilled Manual	51	17.2%		0	9.0%		0	0	0	0.0%	0	1	0		1.1%	-1	-1	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	#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	534	5.3%		0	17.3%		0	0	4	0.0%	0	5	0		1.7%	-5	-5	0.7%	0.7%

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

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

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-5-12	Annually	Over 3 Years	#	2016	2019	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	%	#	#	%	%	%	#	#	%	%
01/02 Managers	140	-1.2%		0	22.4%		0	0	3	0.0%	0	3	0	0	4.3%	-3	-3	2.1%	2.1%	
03 Professionals	272	7.1%		0	17.2%		0	0	4	0.0%	0	6	0	0	3.8%	-6	-6	1.5%	1.5%	
04 Semi-Professionals & Tech	13	9.4%		0	20.0%		0	0	1	0.0%	0	0	0	0	4.6%	0	0	7.7%	7.7%	
05 Supervisors	12	-2.9%		0	0.0%		0	0	0	0.0%	0	2	0	0	13.9%	-2	-2	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	0.0%		0	41.7%		0	0	0	0.0%	0	1	0	0	7.0%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	34	-3.0%		0	21.5%		0	0	0	0.0%	0	2	0	0	5.6%	-2	-2	0.0%	0.0%	
12 Semi-Skilled Manual	51	17.2%		0	9.0%		0	0	1	0.0%	0	1	0	0	4.8%	-1	-1	2.0%	2.0%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	534	5.3%		0	17.3%		0	0	9	0.0%	0	15	0	0	4.5%	-15	-15	1.7%	1.7%	

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

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

Table 6: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-5-12	Annually	Over 3 Years	#	2016	2019	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	41	0.8%		0	28.9%		0	0	10	0.0%	0	-6	0	10.1%	6	6	24.4%	24.4%		
02 Middle & Other Managers	99	-3.1%		0	15.9%		0	0	21	0.0%	0	-6	0	15.0%	6	6	21.2%	21.2%		
03 Professionals	272	7.1%		0	17.2%		0	0	81	0.0%	0	-21	0	21.9%	21	21	29.8%	29.8%		
04 Semi-Professionals & Tech	13	9.4%		0	20.0%		0	0	1	0.0%	0	2	0	20.8%	-2	-2	7.7%	7.7%		
05 Supervisors	12	-2.9%		0	0.0%		0	0	2	0.0%	0	3	0	45.0%	-3	-3	16.7%	16.7%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	12	0.0%		0	41.7%		0	0	3	0.0%	0	2	0	39.8%	-2	-2	25.0%	25.0%		
11 Intermediate Sales & Service	34	-3.0%		0	21.5%		0	0	2	0.0%	0	10	0	36.3%	-10	-10	5.9%	5.9%		
12 Semi-Skilled Manual	51	17.2%		0	9.0%		0	0	13	0.0%	0	15	0	54.8%	-15	-15	25.5%	25.5%		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	534	5.3%		0	17.3%		0	0	133	0.0%	0	-1	0	24.7%	1	1	24.9%	24.9%		

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	1	0.0	
04 Semi-Professionals & Tech	1	0.0	0	0.0	
05 Supervisors	1	0.0	2	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	1	0.0	2	0.0	
11 Intermediate Sales & Service	3	0.0	7	0.0	
12 Semi-Skilled Manual	6	0.0	12	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	12		24		

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-15	Annually	Over 3 Years	#	2018	2021	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	42	0.8%	0.0%	0	28.9%	10.0%	13	13	7	10.0%	2	7	4	27.4%	27.4%	-5	-3	16.7%	21.4%	
02 Middle & Other Managers	90	-3.1%	0.0%	0	15.9%	9.0%	24	24	11	9.0%	3	27	9	38.9%	38.9%	-24	-18	12.2%	18.9%	
03 Professionals	334	7.1%	0.0%	0	17.2%	8.0%	80	80	131	8.0%	31	38	33	41.2%	41.2%	-7	-5	39.2%	39.8%	
04 Semi-Professionals & Tech	17	9.4%	0.0%	0	20.0%	5.0%	3	3	1	5.0%	0	1	0	9.6%	9.6%	-1	-1	5.9%	5.9%	
05 Supervisors	11	-2.9%	0.0%	0	0.0%	3.0%	1	1	0	3.0%	0	6	1	50.0%	52.7%	-6	-5	0.0%	9.1%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	3	0.0%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	-1	0	50.0%	80.1%	1	1	100.0%	100.0%	
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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	0.0%	0.0%	0	41.7%	10.0%	4	4	10	10.0%	3	1	2	50.0%	66.2%	2	1	83.3%	75.0%	
11 Intermediate Sales & Service	31	-3.0%	0.0%	0	21.5%	10.0%	9	9	8	10.0%	2	14	5	50.0%	63.7%	-12	-9	25.8%	35.5%	
12 Semi-Skilled Manual	82	17.2%	0.0%	0	9.0%	4.0%	10	10	12	4.0%	1	6	2	20.5%	20.5%	-5	-4	14.6%	15.9%	
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	50.0%	55.5%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	623	5.3%	0.0%	0	17.3%	7.5%	140	140	183	7.5%	41	97	54	38.4%	38.4%	-56	-43	29.4%	31.5%	

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		27.4%		27.4%	
02 Middle & Other Managers		38.9%		38.9%	
03 Professionals		41.2%		41.2%	
04 Semi-Professionals & Tech		9.6%		9.6%	
05 Supervisors		50.0%		50.0%	
06 Supervisors: Crafts & Trades		0.0%		0.0%	
07 Administrative & Sr Clerical		50.0%		50.0%	
08 Skilled Sales & Service		0.0%		0.0%	
09 Skilled Crafts & Trades		0.0%		0.0%	
10 Clerical Personnel		50.0%		50.0%	
11 Intermediate Sales & Service		50.0%		50.0%	
12 Semi-Skilled Manual		20.5%		20.5%	
13 Other Sales & Service		50.0%		50.0%	
14 Other Manual Workers		0.0%		0.0%	
Total		38.4%		38.4%	

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-15	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	42	0.8%	0.0%	0	28.9%	10.0%	13	13	0	10.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	90	-3.1%	0.0%	0	15.9%	9.0%	24	24	0	9.0%	0	2	1	2.2%	2.2%	-2	-1	0.0%	1.1%	
03 Professionals	334	7.1%	0.0%	0	17.2%	8.0%	80	80	3	8.0%	1	3	1	1.6%	1.6%	-2	-2	0.9%	0.9%	
04 Semi-Professionals & Tech	17	9.4%	0.0%	0	20.0%	5.0%	3	3	0	5.0%	0	0	0	1.4%	1.4%	0	0	0.0%	0.0%	
05 Supervisors	11	-2.9%	0.0%	0	0.0%	3.0%	1	1	0	3.0%	0	0	0	1.3%	1.3%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	3	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.8%	0.8%	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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	0.0%	0.0%	0	41.7%	10.0%	4	4	0	10.0%	0	0	0	1.2%	1.2%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	31	-3.0%	0.0%	0	21.5%	10.0%	9	9	0	10.0%	0	0	0	1.2%	1.2%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	82	17.2%	0.0%	0	9.0%	4.0%	10	10	0	4.0%	0	1	0	1.2%	1.2%	-1	-1	0.0%	0.0%	
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	623	5.3%	0.0%	0	17.3%	7.5%	140	140	3	7.5%	1	9	2	1.7%	1.7%	-8	-7	0.5%	0.6%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		2.9%		2.9%	
02 Middle & Other Managers		2.2%		2.2%	
03 Professionals		1.6%		1.6%	
04 Semi-Professionals & Tech		1.4%		1.4%	
05 Supervisors		1.3%		1.3%	
06 Supervisors: Crafts & Trades		0.0%		0.0%	
07 Administrative & Sr Clerical		0.8%		0.8%	
08 Skilled Sales & Service		0.0%		0.0%	
09 Skilled Crafts & Trades		0.0%		0.0%	
10 Clerical Personnel		1.2%		1.2%	
11 Intermediate Sales & Service		1.2%		1.2%	
12 Semi-Skilled Manual		1.2%		1.2%	
13 Other Sales & Service		0.8%		0.8%	
14 Other Manual Workers		0.0%		0.0%	
Total		1.7%		1.7%	

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-15	Annually	Over 3 Years	#	2018	2021	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	%	#	#	%	%
01/02 Managers	132	-1.2%	0.0%	0	22.4%	9.0%	36	36	1	9.0%	0	5	2	4.3%	4.3%	-5	-3	0.8%	2.3%	
03 Professionals	334	7.1%	0.0%	0	17.2%	8.0%	80	80	4	8.0%	1	10	3	3.8%	3.8%	-9	-7	1.2%	1.8%	
04 Semi-Professionals & Tech	17	9.4%	0.0%	0	20.0%	5.0%	3	3	1	5.0%	0	0	0	4.6%	4.6%	0	0	5.9%	5.9%	
05 Supervisors	11	-2.9%	0.0%	0	0.0%	3.0%	1	1	0	3.0%	0	2	0	13.9%	13.9%	-2	-2	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	3	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.4%	3.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	0.0%	0.0%	0	41.7%	10.0%	4	4	0	10.0%	0	1	0	7.0%	7.0%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	31	-3.0%	0.0%	0	21.5%	10.0%	9	9	0	10.0%	0	2	1	5.6%	5.6%	-2	-1	0.0%	3.2%	
12 Semi-Skilled Manual	82	17.2%	0.0%	0	9.0%	4.0%	10	10	1	4.0%	0	3	0	4.8%	4.8%	-3	-3	1.2%	1.2%	
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	6.3%	6.3%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	623	5.3%	0.0%	0	17.3%	7.5%	140	140	7	7.5%	2	22	6	4.4%	4.4%	-20	-16	1.1%	1.8%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		4.3%		4.3%	
03 Professionals		3.8%		3.8%	
04 Semi-Professionals & Tech		4.6%		4.6%	
05 Supervisors		13.9%		13.9%	
06 Supervisors: Crafts & Trades		0.0%		0.0%	
07 Administrative & Sr Clerical		3.4%		3.4%	
08 Skilled Sales & Service		0.0%		0.0%	
09 Skilled Crafts & Trades		0.0%		0.0%	
10 Clerical Personnel		7.0%		7.0%	
11 Intermediate Sales & Service		5.6%		5.6%	
12 Semi-Skilled Manual		4.8%		4.8%	
13 Other Sales & Service		6.3%		6.3%	
14 Other Manual Workers		0.0%		0.0%	
Total		4.4%		4.4%	

Federal Contractors Program Achievement Report

Part 3: Goals

Toyota Canada Inc.

[Date: 2018-08-15]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-15	Annually	Over 3 Years	#	2018	2021	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	42	0.8%	0.0%	0	28.9%	10.0%	13	13	10	10.0%	3	-3	1	10.1%	10.1%	6	4	23.8%	19.0%	
02 Middle & Other Managers	90	-3.1%	0.0%	0	15.9%	9.0%	24	24	15	9.0%	4	3	4	15.0%	15.0%	2	2	16.7%	16.7%	
03 Professionals	334	7.1%	0.0%	0	17.2%	8.0%	80	80	117	8.0%	28	-14	18	22.4%	22.4%	42	32	35.0%	32.0%	
04 Semi-Professionals & Tech	17	9.4%	0.0%	0	20.0%	5.0%	3	3	3	5.0%	0	1	1	22.2%	22.2%	-1	0	17.6%	23.5%	
05 Supervisors	11	-2.9%	0.0%	0	0.0%	3.0%	1	1	1	3.0%	0	4	0	45.3%	45.3%	-4	-4	9.1%	9.1%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	3	0.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-1	0	37.3%	37.3%	1	1	66.7%	66.7%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	0.0%	0.0%	0	41.7%	10.0%	4	4	4	10.0%	1	2	2	42.6%	42.6%	-1	0	33.3%	41.7%	
11 Intermediate Sales & Service	31	-3.0%	0.0%	0	21.5%	10.0%	9	9	4	10.0%	1	9	3	37.4%	37.4%	-8	-6	12.9%	19.4%	
12 Semi-Skilled Manual	82	17.2%	0.0%	0	9.0%	4.0%	10	10	13	4.0%	2	34	5	54.7%	54.7%	-32	-29	15.9%	19.5%	
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	52.7%	52.7%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	623	5.3%	0.0%	0	17.3%	7.5%	140	140	169	7.5%	38	33	37	26.4%	26.4%	5	4	27.1%	27.0%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		10.1%		10.1%	
02 Middle & Other Managers		15.0%		15.0%	
03 Professionals		22.4%		22.4%	
04 Semi-Professionals & Tech		22.2%		22.2%	
05 Supervisors		45.3%		45.3%	
06 Supervisors: Crafts & Trades		0.0%		0.0%	
07 Administrative & Sr Clerical		37.3%		37.3%	
08 Skilled Sales & Service		0.0%		0.0%	
09 Skilled Crafts & Trades		0.0%		0.0%	
10 Clerical Personnel		42.6%		42.6%	
11 Intermediate Sales & Service		37.4%		37.4%	
12 Semi-Skilled Manual		54.7%		54.7%	
13 Other Sales & Service		52.7%		52.7%	
14 Other Manual Workers		0.0%		0.0%	
Total		26.4%		26.4%	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis											
		Workforce										Hires				Promotions				Terminations			
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#	
01 Senior Managers	2016	41	4	9.8	27.4	11	-7	35.6	8	2	25.0	2	0	7	4	57.1	1	3	12	1	8.3	1	0
	2018	42	7	16.7	27.4	12	-5	60.8															
02 Middle & Other Managers	2016	99	13	13.1	38.9	39	-26	33.8															
	2018	90	11	12.2	38.9	35	-24	31.4	9	1	11.1	4	-3	19	3	15.8	2	1	15	1	6.7	2	-1
03 Professionals	2016	272	111	40.8	41.9	114	-3	97.4															
	2018	334	131	39.2	41.2	138	-7	95.2	117	45	38.5	48	-3	33	16	48.5	13	3	52	25	48.1	21	4
04 Semi-Professionals & Technicians	2016	13	0	0.0	8.3	1	-1	0.0															
	2018	17	1	5.9	9.6	2	-1	61.3	5	0	0.0	0	0	1	0	0.0	0	0	3	0	0.0	0	0
05 Supervisors	2016	12	0	0.0	52.5	6	-6	0.0															
	2018	11	0	0.0	52.7	6	-6	0.0	1	0	0.0	1	-1	1	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0															
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2018	15	6	40.0	1	600.0	0.0	0.0	6	100.0	0.0	0.0		
	2021	15	6	40.0			0.3	14598.5			0.3	14598.5		
02 Middle & Other Managers	2018	28	4	14.3	7	57.1	0.0	0.0	21	19.0	0.0	0.0		
	2021	28	4	14.3			0.4	3672.4			0.4	3672.4		
03 Professionals	2018	150	61	40.7	28	217.9	0.0	0.0	2	3,050.0	0.0	0.0		
	2021	150	61	40.7			0.4	9870.6			0.4	9870.6		
04 Semi-Professionals & Technicians	2018	6	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	6	0	0.0			0.1	0.0			0.1	0.0		
05 Supervisors	2018	2	0	0.0	2	0.0	0.0	0.0	4	0.0	0.0	0.0		
	2021	2	0	0.0			0.5	0.0			0.5	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0	0.0	3	3	100.0	2	1	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	3	3	100.0	80.1	2	1	124.8																	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0																	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0																	
10 Clerical Personnel	2016	12	10	83.3	67.1	8	2	124.2																	
	2018	12	10	83.3	66.2	8	2	125.9	8	5	62.5	5	0	0	0	0	0.0	0	0	5	4	80.0	4	0	
11 Intermediate Sales & Service Personnel	2016	34	6	17.6	63.7	22	-16	27.7																	
	2018	31	8	25.8	63.7	20	-12	40.5	5	3	60.0	3	0	7	4	57.1	1	3	7	3	42.9	1	2		
12 Semi-Skilled Manual Workers	2016	51	4	7.8	20.5	10	-6	38.3																	
	2018	82	12	14.6	20.5	17	-5	71.4	39	7	17.9	8	-1	0	0	0.0	0	0	6	1	16.7	0	1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
07 Administrative & Senior Clerical	2018	3	3	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	3	3	100.0			0.5	20000.0			0.5	20000.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	8	5	62.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	8	5	62.5			0.5	12500.0			0.5	12500.0		
11 Intermediate Sales & Service Personnel	2018	12	7	58.3	4	175.0	0.0	0.0	13	53.8	0.0	0.0	0.0	
	2021	12	7	58.3			0.5	11666.7			0.5	11666.7		
12 Semi-Skilled Manual Workers	2018	39	7	17.9	2	350.0	0.0	0.0	5	140.0	0.0	0.0	0.0	
	2021	39	7	17.9			0.2	8755.5			0.2	8755.5		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	1	0	0.0	55.5	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	534	148	27.7	39.6	211	-63	70.0																	
	2018	623	183	29.4	38.4	239	-56	76.5	195	66	33.8	75	-9	68	27	39.7	19	8	100	35	35.0	28	7		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.5	0.0			0.5	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	263	93	35.4	44	211.4	0.0	0.0	52	178.8	0.0	0.0		
	2021	263	93	35.4			0.4	9208.7			0.4	9208.7		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis											
		Workforce										Hires				Promotions				Terminations			
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference					
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#	
01 Senior Managers	2016	41	0	0.0	2.9	1	-1	0.0	8	0	0.0	0	0	7	0	0.0	0	0	12	0	0.0	0	0
	2018	42	0	0.0	2.9	1	-1	0.0		0	0.0	0	0		0	0	0.0	0		0	0	0	0.0
02 Middle & Other Managers	2016	99	0	0.0	2.2	2	-2	0.0	9	0	0.0	0	0	19	0	0.0	0	0	15	0	0.0	0	0
	2018	90	0	0.0	2.2	2	-2	0.0		0	0.0	0	0		0	0.0	0	0		0	0	0.0	0
03 Professionals	2016	272	3	1.1	1.6	4	-1	68.9	117	0	0.0	2	-2	33	0	0.0	0	0	52	1	1.9	1	0
	2018	334	3	0.9	1.6	5	-2	56.1		0	0.0	2	-2		0	0.0	0	0		0	0	0.0	0
04 Semi-Professionals & Technicians	2016	13	0	0.0	1.5	0	0	0.0	5	0	0.0	0	0	1	0	0.0	0	0	3	0	0.0	0	0
	2018	17	0	0.0	1.4	0	0	0.0		0	0.0	0	0		0	0.0	0	0		0	0	0.0	0
05 Supervisors	2016	12	0	0.0	1.5	0	0	0.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
	2018	11	0	0.0	1.3	0	0	0.0		0	0.0	0	0		0	0.0	0	0		0	0	0.0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0		0	0.0	0	0		0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
01 Senior Managers	2018	15	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2021	15	0	0.0										
02 Middle & Other Managers	2018	28	0	0.0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2021	28	0	0.0										
03 Professionals	2018	150	0	0.0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2021	150	0	0.0										
04 Semi-Professionals & Technicians	2018	6	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2021	6	0	0.0										
05 Supervisors	2018	2	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2021	2	0	0.0										
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0										

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis												
		Workforce									Hires			Promotions			Terminations						
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples						
			Representation	Availability	Gap			Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	0	0.0	0.0	0	0	0.0																
	2018	3	0.0	0.8	0	0	0.0	3	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
08 Skilled Sales & Service Personnel	2016	0	0.0	0.0	0	0	0.0																
	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
09 Skilled Crafts & Trades Workers	2016	0	0.0	0.0	0	0	0.0																
	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
10 Clerical Personnel	2016	12	0.0	1.5	0	0	0.0																
	2018	12	0.0	1.2	0	0	0.0	8	0	0.0	0	0	0	0	0	0.0	0	0	0	5	0	0.0	0
11 Intermediate Sales & Service Personnel	2016	34	1	2.9	1.3	0	1	226.2															
	2018	31	0	1.2	0	0	0	0.0	5	0	0.0	0	0	0	7	0	0.0	0	0	7	0	0.0	0
12 Semi-Skilled Manual Workers	2016	51	0	1.1	1	-1	0.0																
	2018	82	0	1.2	1	-1	0.0	39	0	0.0	0	0	0	0	0	0.0	0	0	0	6	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0										
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	8	0	0.0										
11 Intermediate Sales & Service Personnel	2018	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	12	0	0.0										
12 Semi-Skilled Manual Workers	2018	39	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	39	0	0.0										

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	1	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2016	534	4	0.7	1.7	9	-5	44.1																
	2018	623	3	0.5	1.7	11	-8	28.3	195	0	0.0	3	-3	68	0	0.0	1	-1	100	1	1.0	1	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
			Actual	Goal	Percent of Goal Met									
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	263	0	0.0	2	0.0	0.0	0.0	4	0.0	0.0	0.0		
	2021	263	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01 & 02 Managers	2016	140	3	2.1	4.3	6	-3	49.8																	
	2018	132	1	0.8	4.3	6	-5	17.6	17	0	0.0	1	-1	26	0	0.0	1	-1	27	2	7.4	1	1		
03 Professionals	2016	272	4	1.5	3.8	10	-6	38.7																	
	2018	334	4	1.2	3.8	13	-9	31.5	117	0	0.0	4	-4	33	0	0.0	0	0	52	0	0.0	1	-1		
04 Semi-Professionals & Technicians	2016	13	1	7.7	4.6	1	0	167.2																	
	2018	17	1	5.9	4.6	1	0	127.9	5	0	0.0	0	0	1	0	0.0	0	0	3	0	0.0	0	0		
05 Supervisors	2016	12	0	0.0	13.9	2	-2	0.0																	
	2018	11	0	0.0	13.9	2	-2	0.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	43	0	0.0	1	0.0	0.0	0.0	2	0.0	0.00	0.0		
	2021	43	0	0.0			0.0	0.0			0.04	0.0		
03 Professionals	2018	150	0	0.0	3	0.0	0.0	0.0	4	0.0	0.00	0.0		
	2021	150	0	0.0			0.0	0.0			0.04	0.0		
04 Semi-Professionals & Technicians	2018	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	6	0	0.0			0.0	0.0			0.05	0.0		
05 Supervisors	2018	2	0	0.0	0	0.0	0.0	0.0	2	0.0	0.00	0.0		
	2021	2	0	0.0			0.1	0.0			0.14	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	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
	2018	3	0.0	3.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	2016	12	0.0	7.0	1	-1	0.0	8	0	0.0	1	-1	0	0	0	0	0	0	0	5	0	0.0	0	0
	2018	12	0.0	7.0	1	-1	0.0	8	0	0.0	1	-1	0	0	0	0	0	0	0	5	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	34	0.0	5.6	2	-2	0.0	5	0	0.0	0	0	0	7	0	0.0	0	0	0	7	0	0.0	0	0
	2018	31	0.0	5.6	2	-2	0.0	5	0	0.0	0	0	0	7	0	0.0	0	0	0	7	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	51	1	4.8	2	-1	40.8	39	0	0.0	2	-2	0	0	0	0.0	0	0	0	6	0	0.0	0	0
	2018	82	1	4.8	4	-3	25.4	39	0	0.0	2	-2	0	0	0	0.0	0	0	0	6	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
07 Administrative & Senior Clerical	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical Personnel	2018	8	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	8	0	0.0			0.1	0.0				0.1	0.0	
11 Intermediate Sales & Service Personnel	2018	12	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2021	12	0	0.0			0.1	0.0				0.1	0.0	
12 Semi-Skilled Manual Workers	2018	39	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	39	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	1	0	0.0	6.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
Total	2016	534	9	1.7	4.5	24	-15	37.5	195	0	0.0	9	-9	68	0	0.0	1	-1	100	2	2.0	2	0	0
	2018	623	7	1.1	4.4	27	-20	25.5																

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.1	0.0				0.1	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
Total	2018	263	0	0.0	5	0.0	0.0	0.0	11	0.0	0.0	0.0	0.0	
	2021	263	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
01 Senior Managers	2016	41	10	24.4	10.1	4	6	241.5	8	3	37.5	1	2	7	2	28.6	2	0	12	1	8.3	3	-2	
	2018	42	10	23.8	10.1	4	6	235.7	8	3	37.5	1	2	7	2	28.6	2	0	12	1	8.3	3	-2	
02 Middle & Other Managers	2016	99	21	21.2	15.0	15	6	141.4																
	2018	90	15	16.7	15.0	14	2	111.1	9	4	44.4	1	3	19	5	26.3	4	1	15	3	20.0	3	0	
03 Professionals	2016	272	81	29.8	21.9	60	21	136.0																
	2018	334	117	35.0	22.4	75	42	156.4	117	51	43.6	26	25	33	13	39.4	10	3	52	13	25.0	15	-2	
04 Semi-Professionals & Technicians	2016	13	1	7.7	20.8	3	-2	37.0																
	2018	17	3	17.6	22.2	4	-1	79.5	5	1	20.0	1	0	1	0	0.0	0	0	3	0	0.0	0	0	
05 Supervisors	2016	12	2	16.7	45.0	5	-3	37.0																
	2018	11	1	9.1	45.3	5	-4	20.1	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2018	15	5	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	15	5	33.3			0.1	33003.3			0.1	33003.3		
02 Middle & Other Managers	2018	28	9	32.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	28	9	32.1			0.2	21428.6			0.2	21428.6		
03 Professionals	2018	150	64	42.7	0	0.0	0.0	0.0	1	6,400.0	0.0	0.0	0.0	
	2021	150	64	42.7			0.2	19047.6			0.2	19047.6		
04 Semi-Professionals & Technicians	2018	6	1	16.7	1	100.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	6	1	16.7			0.2	7507.5			0.2	7507.5		
05 Supervisors	2018	2	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0	0.0	
	2021	2	0	0.0			0.5	0.0			0.5	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#			
07 Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0	0.0	3	2	66.7	1	1	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	3	2	66.7	37.3	1	1	178.7		3	2	66.7	1	1	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	12	3	25.0	39.8	5	-2	62.8		8	3	37.5	3	0	0	0	0.0	0	0	5	2	40.0	1	1	
	2018	12	4	33.3	42.6	5	-1	78.2		8	3	37.5	3	0	0	0	0.0	0	0	5	2	40.0	1	1	
11 Intermediate Sales & Service Personnel	2016	34	2	5.9	36.3	12	-10	16.2		5	1	20.0	2	-1	7	1	14.3	0	1	7	2	28.6	0	2	
	2018	31	4	12.9	37.4	12	-8	34.5		5	1	20.0	2	-1	7	1	14.3	0	1	7	2	28.6	0	2	
12 Semi-Skilled Manual Workers	2016	51	13	25.5	54.8	28	-15	46.5		39	4	10.3	21	-17	0	0	0.0	0	0	6	2	33.3	2	0	
	2018	82	13	15.9	54.7	45	-32	29.0		39	4	10.3	21	-17	0	0	0.0	0	0	6	2	33.3	2	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	3	2	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	2	66.7		0.4	17873.1		0.4	17873.1				
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0		0.0	0.0				
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0		0.0	0.0				
10 Clerical Personnel	2018	8	3	37.5	1	300.0	0.0	0.0	2	150.0	0.0	0.0		
	2021	8	3	37.5		0.4	8802.8		0.4	8802.8				
11 Intermediate Sales & Service Personnel	2018	12	2	16.7	3	66.7	0.0	0.0	7	28.6	0.0	0.0		
	2021	12	2	16.7		0.4	4456.3		0.4	4456.3				
12 Semi-Skilled Manual Workers	2018	39	4	10.3	6	66.7	0.0	0.0	12	33.3	0.0	0.0		
	2021	39	4	10.3		0.5	1875.0		0.5	1875.0				

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Toyota Canada Inc.

[Date: 2018-08-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2018	1	0	0.0	52.7	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2016	534	133	24.9	24.7	132	1	100.8	195	69	35.4	51	18	68	21	30.9	17	4	100	23	23.0	25	-2	
	2018	623	169	27.1	26.4	164	5	102.8																

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments			
		Flow Data				Short-term Goals				Long-term Goals							
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities							
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	%	#	%	%	%							
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.5	0.0			0.5	0.0			0.5	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0	
Total	2018	263	90	34.2	12	750.0	0.0	0.0	24	375.0	0.0	0.0			0.0	0.0	
	2021	263	90	34.2			0.3	12962.3			0.3	12962.3			0.3	12962.3	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Toyota Canada Inc.
[Date: 2018-08-15]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

[Redacted]

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

[Redacted]

- Other.

- High tenure that leads to fewer openings which makes a significant impact on numbers in the short term
- Low turnover in Management roles
- Rotating shifts in the warehouse environment decreases divers talent availability
- Improvement in female recruitment but was offset with female turnover
- TCI has created D&I Scorecard to track our challenges and improvement, and we have made plans according to the challenges of different areas of the business, including looking at our talent management and movement processes, recruitment processes, role challenges, employer branding, etc.

Additional Details

Please provide any additional information (optional):

[Redacted]

**Federal Contractors Program
Report of the Subsequent Compliance Assessment**

Employer Name: Toyota Canada Inc.

Primary Location: Toronto, Ontario

Number of Employees: 623

Organization Overview:

NAICS 4151 (*Motor vehicle merchant wholesalers*)

Founded in 1964, Toyota Canada Inc. is the exclusive distributor of Toyota, Lexus and Scion cars, SUVs, and trucks in Canada.

Key Dates – First Year Assessment

Initiated: 2016-05-02
 Received: 2016-06-02
 Closed: 2016-06-08
 Workforce 2016-05-12
 Analysis:

Key Dates – Subsequent Assessment

Initiated: N/A
 Received: 2018-10-02
 Workforce 2018-08-15
 Analysis:

DATA VERIFICATION

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

Yes No

Comments: 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

- *Previous goals were set in both numbers and percentages therefore; progress is being assessed against the percentage goals.*

Women

01	Senior Managers	Goal met at 600%
02	Middle & Other Managers	Goal not met (57% achieved)
03	Professionals	Goal met at 218%
04	Semi-Professionals & Technicians	No goal set
05	Supervisors	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	Goal met at 175%
12	Semi-Skilled Manual Workers	Goal met at 350%

Assessment/Observations

- EEOG 02: There were 28 new entrants and four were women. At LMA rate of 38.9%, at least ten would have been expected.
- EEOG 04: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.
- EEOG 05: There were two new entrants and none were women. At LMA rate of 52.5%, at least one would have been expected.

Aboriginal Peoples

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
12	Semi-Skilled Manual Workers	No goal set

Assessment/Observations

- EEOG 01: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.
- EEOG 02: There were 28 new entrants and none were Aboriginal People. However with an LMA rate of 2.2%, the goal was unattainable.
- EEOG 03: There were 150 new entrants and none were Aboriginal People. With LMA rate of 2.4%, at least two would have been expected.
- EEOG 04: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.

Persons with Disabilities

01/02	Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
05	Supervisors	No goal set
10	Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)

Assessment/Observations

- EEOG 01/02: There were 43 new entrants and none were persons with disabilities. At LMA rate of 4.3%, at least one would have been expected.
- EEOG 03: There were 150 new entrants and none were persons with disabilities. At LMA rate of 3.8%, at least five would have been expected.
- EEOG 05: A gap of -2 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -2 however a long-term goal has been set to eliminate the gap.
- EEOG 10: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.
- EEOG 11: A gap of -2 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -2 however a long-term goal has been set to eliminate the gap.
- EEOG 12: There were 39 new entrants and none were persons with disabilities. At LMA rate of 4.8%, at least one would have been expected.

Members of Visible Minorities

04	Semi-Professionals & Technicians	Goal met at 100%
05	Supervisors	Goal not met (0% achieved)
10	Clerical Personnel	Goal met at 300%
11	Intermediate Sales & Service Personnel	Goal not met (67% achieved)
12	Semi-Skilled Manual Workers	Goal not met (67% achieved)

Assessment/Observations

- EEOG 05: There were two new entrants and none were of a visible minority. However with an LMA rate of 45%, the goal was unattainable.
- EEOG 11: There were 12 new entrants and two were of a visible minority. At LMA rate of 36.3%, at least four would have been expected.
- EEOG 12: There were 39 new entrants and four were of a visible minority. At LMA rate of 54.8%, at least 21 would have been expected.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
1. Out of 22 required goals:
 - Six were met at 80% or above;
 - Three had a percentage of the goal completed;
 - Seven had zero percent achieved;
 - Six had no identified goal set.
 2. To give some additional operational context, Toyota Canada Inc. has:
 - High tenure that leads to fewer openings which has a significant impact on the numbers over the short term;
 - Experienced low turnover in Management roles;
 - Rotating shifts in the warehouse environment which decreases diverse talent availability;
 - Shown improvement in female recruitment but was offset with female turnover.
 3. Although the organization was unable to meet at least 80% of their goals, they have however:
 - Created a *Diversity & Inclusion Scorecard* to track their challenges and improvements;
 - Made plans according to the challenges of different areas of the business, including looking at their talent management and movement processes, recruitment processes, role challenges, employer branding, etc.

ASSESSMENT OF GOALS**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-5	27.4	27.4	16.7	27.4
02	Middle & Other Managers	-24	38.9	38.9	12.2	38.9
03	Professionals	-7	41.2	41.2	39.2	41.2
04	Semi-Professionals & Technicians	-1	9.6	9.6	5.9	9.6
05	Supervisors	-6	50.0	50.0	0.0	52.7
11	Inter. Sales & Service Personnel	-12	50.0	50.0	25.8	63.7
12	Semi-Skilled Manual Workers	-5	20.5	20.5	14.6	20.5

13	Other Sales & Service Personnel	-1	50.0	50.0	0.0	55.5
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Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Aboriginal Peoples

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-2	2.2	2.2	0.0	2.2
03	Professionals	-2	1.6	1.6	0.9	1.6
12	Semi-Skilled Manual Workers	-1	1.2	1.2	0.0	1.2

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Persons with Disabilities

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01/ 02	Managers	-5	4.3	4.3	0.8	4.3
03	Professionals	-9	3.8	3.8	1.2	3.8
05	Supervisors	-2	13.9	13.9	0.0	13.9
10	Clerical Personnel	-1	7.0	7.0	0.0	7.0
11	Inter. Sales & Service Personnel	-2	5.6	5.6	0.0	5.6
12	Semi-Skilled Manual Workers	-3	4.8	4.8	1.2	4.8

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Members of Visible Minorities

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

#	Description	#	(1 to 3	(3+	%	%
			years)	years)		
04	Semi-Professionals & Technicians	-1	22.2	22.2	17.6	22.2
05	Supervisors	-4	45.3	45.3	9.1	45.3
10	Clerical Personnel	-1	42.6	42.6	33.3	42.6
11	Inter. Sales & Service Personnel	-8	37.4	37.4	12.9	37.4
12	Semi-Skilled Manual Workers	-32	54.7	54.7	15.9	54.7
13	Other Sales & Service Personnel	-1	52.7	52.7	0.0	52.7

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances I recommend that the closing letter include the following:

1. As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be preventing them from achieving employment equity in the workplace.
2. Given that there are a number of gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

Name of Analyst: Céline Brown

Date: December 17, 2018

From: Brown, Celine E [NC] **On Behalf Of** EE-EME

Sent: December 19, 2018 9:03 AM

To: 'Larry_Hutchinson@toyota.ca' <Larry_Hutchinson@toyota.ca>

Cc: 'Kylie_Jimenez@toyota.ca' <Kylie_Jimenez@toyota.ca>; 'kelly_li@toyota.ca' <kelly_li@toyota.ca>

Subject: Government of Canada Agreement Number: V061291 – Notification of Compliance with the Federal Contractors Program (Toyota Canada Inc.)

Cette information est également disponible en français sur demande.

Dear Larry Hutchinson:

I am writing to inform you that the subsequent compliance assessment initiated on October 9, 2018 has been completed. As a result of the assessment, Toyota Canada 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 Toyota Canada Inc.'s employment equity program.

1. As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be preventing them from achieving employment equity in the workplace.
2. Given that there are a number of gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the 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 October 9, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Toyota Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

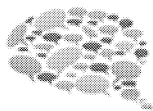
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdcc.gc.ca.

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

Sincerely,

Workplace Equity Team

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



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