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

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

### Agreement to Implement Employment Equity

New Agreement				
☑ Revised Agreement				
		***************************************		
Legal Name of Organization	RGANIZATION	····	***************************************	
Toyota Canada Inc.		Parent company is	i jocated outsir	le Canada
			Yes	∏ Na
Operating Name (# different from Legal Name of Organization)		Procurement 8u		
		Total number of el (Full-Time/Pert-Tir		
Organization's North American Industry Classification System (NAICS)	Code Nº			S Code Number please
415110		visit: http://www.s narme/nalcs-scien		ibjects-sujefs/standard- lan021-eng.htm
4.00				***************************************
Official use only (if Information above is incorrect)  Procurement Business Number   Total num!				
1028 (147)	er of employees in Cana	<b>34</b>	Organization	a NAICS Code No
Address (building number, street, suite, etc.)	HEAD OFFICE		***************************************	
One Toyota Place	Chy Toronto		Province: ON	Postal Code MIRIR9
	Telephone Numbe	······································	Fax Numbe	
	415-438-632	10		
				······································
Name (print)	ENT EQUITY CON	IACI		•••••
Kylie Jimenez	1	rces Manager		
Telephone Number	E-mail Address		~~~~	·····
416-438-6320	Kylie Jimen	ez@toyota.ca		***************************************
	ERTIFICATION		<b>~~~~~</b>	***************************************
The above-hamed organization:			·····	
<ul> <li>having a combined workforce of 100 or more permanent full 12 weeks or more in Canada, AND</li> </ul>	il-time, permanent per	-lime and tempora	ry employees	having worked
<ul> <li>intending to bid on, or being in receipt of, a federal governs Supply Arrangement, valued at \$1,000,000 or more (included)</li> </ul>	nent goods or services ing applicable (axes).	contract, standing	offer or cont	ract issued under a
Hereby certifies its commitment to implement or maintain empli- instrument, in keeping with the Federal Contractors Program of please refer to: http://www.hrsdc.gc.ca/eng/labour/eguality/fco/	equirements. For more	n-going basis, beyo information on how	nd the period v to impleme	f of the procurement nt employment equity
Important note: If an audit of the Agreement to Implement Em the procurement instrument(s) with the Government of Canada	ployment Equity uncov may be terminated.	ers misrepresental	ion on the pa	art of the organization,
	SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR contract on behalf of the organization.		n an executive pos	ition with leg	al authority to sign a
Nerse (pres)	Tille			***************************************
Mr. Seiji Ichii	President a	nd CEO		
Telephone Number	E-mail Address			
416-438-6320 Signatur	Seiji Ichii Data	@toyota.ca	***************************************	
		t. 10.	2013	
RFTH	N INSTRUCTIONS	***************************************	***************************************	
MPORTANT				
* The original copy of the signed Agreement to implement at: (819) 363-8768 or by e-mail at: ee-eme@hrsdc-rhdc;	nt Employment Equit	y form must be se	nt to the La	oour Program fax,



### 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				Cens	us Metropolitar	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 Emplo	yees in Canada	<b>)</b>		623



# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group		Д	II Employees		Ab	original Peor	oles	Perso	ns with Disa	bilities	Members	s of Visible M	1inorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	40	33	7							9	7	:
	Total	40	33	7							9	7	
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	78	67	11				1		1	15	12	;
	Total	78	67	11				1		1	15	12	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	297	173	124	2	1	1	3	1	2	115	68	4
	Total	297	173	124	2	1	1	3	1	2	115	68	4
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	14					1	1		2	2	
	Total	14	14					1	1		2	2	



# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group			II Employees			original Peo			ons with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	9								1	1	
	Total	9	9								1	1	
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3							2		2
	Total	3		3							2		2
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	8	2	6							3	1	2
	Total	8	2	6							3	1	2
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
Bottom Range: Under \$5,000	1	15	10	5							4	1	3
	Total	15	10	5							4	1	(



### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group		Д	II Employees	;	Ab	original Peor	ples	Perso	ons with Disa	bilities	Member	s of Visible IV	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	56	47	9				1	1		11	11	
	Total	56	47	9				1	1		11	11	
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Occupational Group			All Employee:			ooriginal Peo <sub>l</sub>			ons with Disa	bilities		rs of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4										
	Total	4	4										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	11	3				1	1				
	Total	14	11	3				1	1				
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										



### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Occupational Group		A	All Employees	S	Ak	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR [	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Toyota Canada Inc. (certificate # V061291)

Occupational Group		,	All Employee:	S	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	∕linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	4	1							1	1	
	Total	5	4	1							1	1	
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Total Number of Employees			8	1							1	1	

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia
Reporting Period 2016-05-12 to 2018-08-15

Occupational Group		Δ	All Employee	S	Ak	original Peo	ples	Perso	ons with Disa	bilities	Member	s of Visible N	√linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4										
	Total	4	4										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	11	9	2							1		,
	Total	11	9	2							1		,
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1							1		,
	Total	1		1							1		,
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										



### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

Toyota Canada Inc. (certificate # V061291)

Occupational Group		,	All Employee:	S	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							1		1
	Total	2		2							1		1
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	2	1									
	Total	3	2	1									
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Occupational Group		F	All Employee	S	Ak	ooriginal Peo <sub>l</sub>	ples	Perso	ns with Disa	abilities	Member	rs of Visible N	√linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1								1	1	
	Total	1	1								1	1	
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	6	1	1	1							
	Total	7	6	1	1	1							
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Occupational Group		F	All Employees	5	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

		All Employees		Al	ooriginal Peopl	es	Perso	ons with Disabi	lities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	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

### Toyota Canada Inc. (certificate # V061291) FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

### Full-Time / Québec

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	29	24	5				1	1				
Total Number of Employees	29	24	5				1	1				

### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

### Full-Time / Nova Scotia

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	ers of Visible Mi	inorities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	9	8	1							1	1	
Total Number of Employees	9	8	1							1	1	

### Toyota Canada Inc. (certificate # V061291) FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

### Full-Time / British Columbia

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	49	40	9							5	2	3
Total Number of Employees	49	40	9							5	2	3

### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Toyota Canada Inc. (certificate # V061291)

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	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

				, por unig : on		. 10 2010 00 10						
		All Employees		Α	boriginal Peop	les	Pers	ons with Disal	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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

### Toyota Canada Inc. (certificate # V061291) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

		All Employees		А	boriginal Peop	les	Pers	sons with Disab	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2	2										
Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Hired	4	2	2									

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Nova Scotia
Reporting Period 2016-05-12 to 2018-08-15

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	ers of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	3	2	1									
Total Number of Employees Hired	3	2	1									

# Toyota Canada Inc. (certificate # V061291) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

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

Toyota Canada Inc. (certificate # V061291)

Full-Time / Alberta

		All Employees		Al	boriginal Peopl	es	Pers	sons with Disab	oilities	Membe	ers of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2	1	1									
Intermediate Sales and Service Personnel	1	1										
Total Number of Employees Hired	3	2	1									

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Ontario

				<u> </u>								4 15
	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported on	ly in the occup	oational groups	in which or to	which they have	e been last pro	moted.)
Occumentional Curry		All Employees		Α	boriginal Peop	les	Pers	ons with Disat	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Québec

	Employe	ees promoted	(Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
O a sum attack at Oursell		All Employees	i	Al	ooriginal Peop	les	Pers	ons with Disab	oilities	Membe	ers of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Intermediate Sales and Service Personnel	2	1	1									
Total Number of Employees Promoted	2	1	1									
Total Number of Promotions	2	1	1									

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

### Full-Time / Nova Scotia

	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											moted.)
Occupational Group		All Employees		Al	Aboriginal Peoples			ons with Disab	oilities	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	

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / British Columbia

	Employ	ees promoted (	(Employees pro	omoted during	the year are to	be reported or	ily in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Group		All Employees	;	А	boriginal Peop	es	Pers	ons with Disab	ilities	Members of Visible Minorities		
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	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										

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Alberta

	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported on	ly in the occup	oational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Group		All Employees		А	boriginal Peop	es	Pers	sons with Disab	oilities	Members of Visible Minorities		
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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

			i	· ·						i		
		All Employees		Al	original Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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	Ş



### Toyota Canada Inc. (certificate # V061291) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

## Full-Time / Québec

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

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

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / British Columbia

		All Employees			boriginal Peopl	es	Pers	ons with Disab	ilities	Members of Visible Minorities		
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	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

Toyota Canada Inc. (certificate # V061291)

		All Employees	;	Α	boriginal Peop	les	Pers	ons with Disak	oilities	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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									

### **Workforce Analysis - Detailed Report**

Date: 2018-08-15

### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	ilability	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
122 : 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
1021 : College and other vocational instructors	National	10	0	0.0 %	53.8 %	5	-5	National
1112 : Lawyers and Quebec notaries	National	3	2	66.7 %	42.5 %	1	1	National
24 : 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
95 : 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	



### **Workforce Analysis - Detailed Report**

Date: 2018-08-15

#### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ilability "	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



### **Workforce Analysis - Detailed Report**

Date: 2018-08-15

### **Aboriginal Peoples**

	Aboriginal Peoples on All Employees Representation Availability						
Internal Location	All Employees	•			•	Gap	Recruitment Area
	#	#	<u></u>	%	#	#	
National	42	0	0.0 %	2.9 %	1	-1	National
National	90	0	0.0 %	2.2 %	2	-2	National
	334	3	0.9 %	1.6 %	5	-2	
National	4	0	0.0 %	1.3 %	0	0	National
National	3	0	0.0 %	0.9 %	0	0	National
National	9	0	0.0 %	2.7 %	0	0	National
National	264	2	0.8 %	1.6 %	4	-2	National
National	9	1	11.1 %	0.7 %	0	1	National
National	1	0	0.0 %	0.9 %	0	0	National
National	25	0	0.0 %	1.1 %	0	0	National
National	4	0	0.0 %	1.3 %	0	0	National
National	2	0	0.0 %	1.5 %	0	0	National
National	10	0	0.0 %	2.4 %	0	0	National
National	3	0	0.0 %	1.6 %	0	0	National
	17	0	0.0 %	1.4 %	0	0	
Alberta	1	0	0.0 %	3.5 %	0	0	Alberta
Ontario	12	0	0.0 %	1.4 %	0	0	Ontario
Québec	1	0	0.0 %	0.4 %	0	0	Québec
British Columbia	1	0	0.0 %	0.0 %	0	0	British Columbia
Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
	11	0	0.0 %	1.3 %	0	0	
Toronto	9	0	0.0 %	1.0 %	0	0	Toronto
Vancouver	2	0	0.0 %	2.6 %	0	0	Vancouver
	3	0	0.0 %	0.8 %	0	0	
	National Ontario Québec British Columbia Ontario	Mational       42         National       90         334         National       4         National       3         National       9         National       264         National       1         National       1         National       4         National       2         National       10         National       3         17       Alberta       1         Ontario       12         Québec       1         British Columbia       1         Ontario       2         11       Toronto       9         Vancouver       2	Mational       42       0         National       90       0         334       3         National       4       0         National       3       0         National       9       0         National       264       2         National       1       0         National       25       0         National       4       0         National       2       0         National       10       0         National       3       0         Alberta       1       0         Ontario       12       0         Québec       1       0         British Columbia       1       0         Ontario       2       0         Toronto       9       0         Vancouver       2       0	Internal Location         All Employees         Representation           Wational         42         0         0.0 %           National         90         0         0.0 %           National         334         3         0.9 %           National         4         0         0.0 %           National         3         0         0.0 %           National         9         0         0.0 %           National         9         1         11.1 %           National         1         0         0.0 %           National         25         0         0.0 %           National         2         0         0.0 %           National         1         0         0.0 %           National         10         0         0.0 %           National         1         0         0.0 %	Internal Location	Internal Location	Internal Location   All Employees



### **Workforce Analysis - Detailed Report**

Date: 2018-08-15

### **Aboriginal Peoples**

	Aboriginal Peoples Internal Location All Employees Representation Availability Gap Re							
Employment Equity Occupational Group	Internal Location	All Employees	Repres			•	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



## **Workforce Analysis - Detailed Report**

Date: 2018-08-15

#### **Members of Visible Minorities**

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability	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	



## **Workforce Analysis - Detailed Report**

Date: 2018-08-15

#### **Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities ion All Employees Representation Availability Gap Rec						Recruitment Area
Employment Equity Occupational Group	memai Eocation	#	#	%	%	#	#	Necrullinent 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
1 : 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
2 : 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
3 : 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
otal		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



## **Workforce Analysis - Detailed Report**

Date: 2018-08-15

#### Persons with Disabilities

				Persons	with Disabili	ities		
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avai	lability	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		622	7	1 1 0/	4.4.9/	20	99	
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



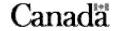
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## **Workforce Analysis - Detailed Report**

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



## **Workforce Analysis - Detailed 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



## **Workforce Analysis - Summary Report**

Date: 2018-08-15

#### Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	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



## **Workforce Analysis - Summary Report**

Date: 2018-08-15

## **Aboriginal Peoples**

Aboriginal Peoples						
All Employees	Repres	entation	Avail	ability	Gap	
#	#	%	%	#	#	
42	0	0.0 %	2.9 %	1	-1	
90	0	0.0 %	2.2 %	2	-2	
334	3	0.9 %	1.6 %	5	-2	
17	0	0.0 %	1.4 %	0	0	
11	0	0.0 %	1.3 %	0	0	
3	0	0.0 %	0.8 %	0	0	
12	0	0.0 %	1.2 %	0	0	
31	0	0.0 %	1.2 %	0	0	
82	0	0.0 %	1.2 %	1	-1	
1	0	0.0 %	0.8 %	0	0	
623	3	0.5 %	1.7 %	9	-6	
	#  42  90  334  17  11  3  12  31  82  1	# # 42 0 90 0 334 3 17 0 11 0 3 0 12 0 31 0 82 0 1 0	All Employees # # %  42	All Employees # # % % %  42	All Employees # # %	All Employees # # %



## **Workforce Analysis - Summary Report**

Date: 2018-08-15

#### **Members of Visible Minorities**

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	Gap
	#	#	%	%	#	#
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



## **Workforce Analysis - Summary Report**

Date: 2018-08-15

#### **Persons with Disabilities**

	Persons with Disabilities					
Employment Equity Occupational Group	All Employees	Represe	entation	Avail	lability	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
Tabel	000	7	4.4.0/	4.4.0/	20	
Total	623	7	1.1 %	4.4 %	29	-22

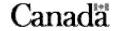


## **Workforce Analysis - Summary Report**

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



Part 1: Workforce Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

## Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	5	12

r
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Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	08	15

		7	Гable 1: Women	l
		First/Pr	evious Workforce	Analysis
Emple	oyment Equity Occupational Group (EEOG)	All Employees	Wor	nen
Embic	by ment Equity Occupational Group (EEOG)		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

	l'able 5: Women		
Subsequent	/Current Workford	e Analysis	
All Employees	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 Nat	ional Ho	usehold S	Survey	

* Source:			
2011 Nati	onal Househ	old Survey	

**Part 1: Workforce Analysis** 

Toyota Canada Inc.

[Date: 2018-08-15]

## Data from First/Previous Workforce Analysis

**1 1** 

2016	5	12
YYYY	MM	DD
Data from Fi	rst/Previous Workf	force Analysis

## Data from Subsequent/Current Workforce Analysis

2018	08	15
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		<u>Table</u>	2: Aboriginal P	<u>eoples</u>
Employment Equity Occupational Group (EEOG)		First/Pr	evious Workforce	Analysis
		All Employees	Aborigina	il Peoples
Embro	yment Equity Occupational Group (EEOG)		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

Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis				
	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		
623	3	1.7		

Ľ	* Source: 2011 National Household Survey	

* Source:	
2011 National Household Survey	

**Part 1: Workforce Analysis** 

Toyota Canada Inc.

[Date: 2018-08-15]

## Data from First/Previous Workforce Analysis

YYYY MM DD	
Data from First/Previous Workforce Analys	sis

# Data from Subsequent/Current Workforce Analysis

2018	08	15
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

			embers of Visible	
	(F '( 0	All Employees	Members of Vis	· · · · · · · · · · · · · · · · · · ·
Етри	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	41	10	10.10
02	Middle & Other Managers	99	21	15.00
03	Professionals	272	81	21.90
04	Semi-Professionals & Technicians	13	1	20.80
05	Supervisors	12	2	45.00
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	3	39.80
11	Intermediate Sales & Service Personnel	34	2	36.30
12	Semi-Skilled Manual Workers	51	13	54.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		534	133	24.7

Table 7: Members of Visible Minorities			
Subsequent/Current Workforce Analysis			
All Employees	Members of Visi	ible Minorities	
	Representation	Availability*	
#	#	0/0	
42	10	10.10	
90	15	15.00	
334	117	22.40	
17	3	22.20	
11	1	45.30	
0	0	0.00	
3	2	37.30	
0	0	0.00	
0	0	0.00	
12	4	42.60	
31	4	37.40	
82	13	54.70	
1	0	52.70	
0	0	0.00	
623	169	26.4	

* Sour	ce:			
2011 N	lational Hou	sehold Survey	,	

**Part 1: Workforce Analysis** 

Toyota Canada Inc.

[Date: 2018-08-15]

## Data from First/Previous Workforce Analysis

\ \ \ \ \ \

Data from Su	ıbsequent/Curro Analysis	ent Workforce
$\downarrow$	$\downarrow$	<b>\</b>

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	5	12

2018	08	15
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 4: Persons with Disabilities		
		First/Pr	evious Workforce A	Analysis
		All Employees	Persons with	Disabilities
rmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	140	3	4.30
03	Professionals	272	4	3.80
04	Semi-Professionals & Technicians	13	1	4.60
05	Supervisors	12	0	13.90
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	7.00
11	Intermediate Sales & Service Personnel	34	o	5.60
12	Semi-Skilled Manual Workers	51	1	4.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		534	9	4.5

Table 8: Persons with Disabilities				
Subsequent/Current Workforce Analysis				
All Employees	Persons with	Disabilities		
	Representation	Availability*		
#	#	%		
132	1	4.30		
334	4	3.80		
17	1	4.60		
11	0	13.90		
0	0	0.00		
3	0	3.40		
0	0	0.00		
0	0	0.00		
12	0	7.00		
31	0	5.60		
82	1	4.80		
1	0	6.30		
0	0	0.00		
623	7	4.4		

* Source:		
2012 Canadian Survey	on Disability	

\* Source:
2012 Canadian Survey on Disability

## Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start	Date o	f Flow	Data	l
YYYY	M	М	D	D
2016	0.	5	1	2

End I	Date of	Flow	Data	
YYYY	MN	1	D	D
2018	08		1	5

## Data from Form 4 - Employees Hired

Hired

Data from Form 5 - Employees Promoted																																							
Promoted																																							
Promoted																																							
Promoted																																							
Promoted																																							
Promoted																																							
Fromoteu																																							
Tiomoteu																																							

## Data from Form 6 - Employees Terminated

Table 9: Women

		Table 1:	Women	
	Full-time /	National	Part-time	<b>National</b>
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	8	2	0	(
02 Middle & Other Managers	9	1	0	(
03 Professionals	117	45	0	(
04 Semi-Professionals & Technicians	5	0	0	C
05 Supervisors	1	0	0	C
06 Supervisors: Crafts & Trades	0	0	0	C
07 Administrative & Senior Clerical Personnel	3	3	0	(
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	C
10 Clerical Personnel	8	5	0	C
11 Intermediate Sales & Service Personnel	5	3	0	C
12 Semi-Skilled Manual Workers	39	7	0	C
13 Other Sales & Service Personnel	0	0	0	(
14 Other Manual Workers	0	0	0	(
Total	195	66	0	Q

Full-time	/National	Part-time / National								
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted							
#	#	#	#							
7	4	0	0							
19	3	0	0							
33	16	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	4	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
68	27	0	0							

Full-time	/ National	Part-time / National								
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated							
#	#	#	#							
12	1	0	0							
15	1	0	0							
52	25	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	4	0	0							
7	3	0	0							
6	1	0	0							
0	0	0	0							
0	0	0	0							
100	35	0	0							

## Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start	Date of Flov	Data
YYYY	MM	DD
2016	05	12

End I	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

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

Table 6: Aboriginal Peoples											
Full-time	/ National	Part-time / National									
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted								
#	#	#	#								
7	0	0	0								
19	0	0	0								
33	0	0	0								
1	0	0	0								
1	0	0	0								
0	0	0	C								
0	0	0	0								
0	0	0	0								
0	0	0	0								
0	0	0	0								
7	0	0	0								
0	0	0	0								
0	0	0	0								
0	0	0	0								
68	0	0	0								

Tabl	e 10: Abo	riginal Peo	oples								
Full-time	/ National	Part-time / National									
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated								
#	#	#	#								
12	0	0	0								
15	0	0	0								
52	1	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	0	0	0								
7	0	0	0								
6	0	0	0								
0	0	0	0								
0	0	0	0								
100	1	0	0								

## Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start	Date of Flov	Data
YYYY	MM	DD
2016	05	12

End I	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

Promoted Terminated

\$\delta \quad \psi \quad \psi \quad \psi \quad \quad \psi \quad \qquad \qquad \quad \quad \quad \quad \quad \quad \quad \qquad \qquad \quad \

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

Full-time	/ National	Part-time	/ National				
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted				
#	#	#	#				
7	0	0	0				
19	0	0	0				
33	0	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	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
68	0	0	0				

Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
12	0	0	0
15	2	0	0
52	0	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	0	0	0
7	0	0	0
6	0	0	0
0	0	0	0
0	0	0	0
100	2	0	0

Data from Form 6 - Employees

## Part 2: Flow Data Analysis

Toyota Canada Inc.

[Date: 2018-08-15]

Start	Date of Flow	Data
YYYY	MM	DD
2016	05	12

End I	Date of Flow	Data
YYYY	MM	DD
2018	08	15

Data from Form 4 - Employees Hired

**Table 4: Members of Visible Minorities** 

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓ Table 8: Members of Visible Minorities

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

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			

Data from Form 6 - Employees Terminated

**Table 12: Members of Visible Minorities** Full-time / National Part-time / National Members of Members of All All Visible Visible Employees Employees Minorities Minorities Terminated Terminated Terminated Terminated 15 100 23

									Data 1	or First/P	revious (	Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(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)
3	<b>J</b>	↓	Ţ	↓	↓	1	↓ ·	↓	<b>J</b>	<b>1</b>	↓	Ţ	1	↓	Ţ	1	J.	↓	<u> </u>
		Table 1: Women First/Previous Short-term Goals																	
				AU Es	nployees				First/	Previous Sh	ort-term G	oais		- 11	omen				
				AH EH	<del>'</del>								3 Von	Goals	onicii				
	Number	Grov	wth (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated	Anticipated	Number	Turnover (Re		Hires		1 - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	201 ( 5.12			Over 3			Over 3	Years	201 ( 5.12		Over 3	Years	2016	2010	Ауананицу		Gap	Representation	Years
	2016-5-12	Annually	Annually	Years	Annually	Annually	Years		2016-5-12	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	41	0.8%		0	1 20.570		0	0	4	0.0%	0	7	0		27.4%	-7	· ' '	9.8%	9.8%
02 Middle & Other Managers 03 Professionals	99 272	-3.1% 7.1%			15.9% 17.2%		0	0	13 111	0.0% 0.0%	0	26	0		38.9% 41.9%	-26 -3	I	13.1% 40.8%	13.1% 40.8%
03 Professionals 04 Semi-Professionals & Tech	13	9.4%		1 0	20.0%		0	0	111	0.0%	0	3	0		8.3%	-3 -1	-3	40.8% 0.0%	0.0%
05 Supervisors	12	-2.9%		1 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%		ا ا	0		0.0%	0		0		0.0%		0	#DIV/0!	#DIV/0!
				l '			ا	0			0		0				0		1
07 Administrative & Sr Clerical	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!	#DIV/0! #DIV/0!
08 Skilled Sales & Service 09 Skilled Crafts & Trades	0	0.0% 0.0%			0.0%		١	0	0	0.0%	0	0	0		0.0%	"	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	0.0%			1		ا ا	0	10	0.0%	0	-2	0		67.1%	2	2	#DIV/0:	83.3%
				1 ,				0	10			1.0	0			16	_		1
11 Intermediate Sales & Service	34	-3.0%		"	21.5%		"	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	#DIV/0!	#DIV/0!
14 Other Manual Workers	534	0.0% 5.3%		1 0	0.0%		0	0	148	0.0%	0	63	0		0.0% 39.6%	-63	-63	#DIV/0! 27.7%	#DIV/0! 27.7%
Total	334	3.3%	1	1 0	17.370		U	0	148	0.076	U	03	0		39.0%	-03	-63	21.170	27.770

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

t 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		Wome										
Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments							
-	#	%	#	%								
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/F	Previous C	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		<b>1</b>	↓	<b>↓</b>	↓	1	Ţ	<b>↓</b>	↓	↓	<b>↓</b>	↓	1	<b>↓</b>	↓	↓	<b>\</b>	↓	<u> </u>
										e 3: Abori									
									First	Previous Sh	iort-term G	ioals							
				All Em	ployees										nal Peoples				
	Number	Grov	vth (New Posit	ions)	Turnover (Re		f Terminated		Number	Turnover (Re	enlacement of		3 Year						
<b>Employment Equity Occupational</b>			,			Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected 1	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-5-12	Annually	Over 3 Years	Years	2016	2019					
	#	%	%	#	%	%	4	4	#	%	# #	H	#	%	%	- 4	Ħ	%	%
01 Senior Managers	41	0.8%	/0	# 0	28.9%	70	0	0	<b>"</b>	0.0%	77 0	1	0	70	2.9%	-1	# -1	0.0%	0.0%
02 Middle & Other Managers	99	-3.1%		o	15.9%		ĺ	ا		0.0%	Ĭ	2	ا آ		2.2%	-2	l	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	C	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	C	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	C	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%	1 (		#DIV/0!	#DIV/0!
14 Other Manual Workers	534	0.0% 5.3%		0	0.0% 17.3%		1 0	0	1 0	0.0%	0	0	0		0.0% 1.7%	-5	-5	#DIV/0! 0.7%	#DIV/0! 0.7%
Total	334	3.3%		0	17.5%		1 0	<u> </u>	L 4	1 0.0%	L 0	1 3	L 0		1./%	ار ار	<u>-</u> 3	U. /%	U. /%

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

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

	workforce Analysis) - 2) x 10	, o.				
						Table 4: Aboriginal Peoples
r			Aboriginal	Peoples		
	oyment Equity Occupational p (EEOG)	Short-ter	rm Goals	Long-te	rm Goals	Comments
Grou	p (EEOG)	#	%	#	%	
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	C	0.0	
05	Supervisors	0	0.0	C	0.0	
06	Supervisors: Crafts & Trades	0	0.0	C	0.0	
07	Administrative & Sr Clerical	0	0.0	(	0.0	
08	Skilled Sales & Service	0	0.0		0.0	
09	Skilled Crafts & Trades	0	0.0		0.0	
1	Clerical Personnel	0	0.0		0.0	
11	Intermediate Sales & Service	0	0.0		0.0	
12	Semi-Skilled Manual	0	0.0		0.0	
1	Other Sales & Service	0	0.0		0.0	
14	Other Manual Workers	0	0.0	C	0.0	
Total		2		4		

Federal Contractors Program Achievement Report	
Part 3: Goals	
Toyota Canada Inc.	
[Date: 2018-08-15]	

									Data 1	for First/F	revious (	Soals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		1	1	<b>1</b>	Ţ	Ţ	Ţ	↓	1	<b>\</b>	<b>1</b>	1	1	<b>\</b>	↓	Į.	<b>J</b>	↓	<b>1</b>
										Persons									
									First/	Previous Sh	ort-term G	oals							
				All En	iployees									Persons wi	th Disabilitie	S		·	
	Number	Grov	vth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (Re	anto assume of		3 Yea	r Goals					
Employment Equity Occupational	Employees)							Anticipated		Terminated		Hires Required	Fro	n - To	Present		Projected	Present	Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual Projected			Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Lan	Gap	Representation	Representation in 3
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-5-12	Annually	Over 3 Years	Years	2016	2019					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	140	-1.2%		0	22.4%		0	0	3	0.0%	0	3	C		4.3%	-3	-3	2.1%	2.1%
03 Professionals	272	7.1%		0	17.2%		0	0	4	0.0%	0	6	C		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	C		4.6%	0	0	7.7%	7.7%
05 Supervisors	12	-2.9%		0	0.0%		0	0	0	0.0%	0	2	C		13.9%	-2	-2		0.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0		#DIV/0!
07 Administrative & Sr Clerical	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0		#DIV/0!
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0		#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	//DI 1/0.	#DIV/0!
10   Clerical Personnel	12	0.0%		0	41.7%		0	0	0	0.0%	0	1	C		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	C		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	C		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	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/0!
Total	534	5.3%		0	17.3%		0	0	] 9	0.0%	0	15	(		4.5%	-15	-15	1.7%	1.7%

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

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

Workforce Analysis) ÷ 2) x 10	JU.				
					Table 6: Persons with Disabilities
Familia and Familia Occasión de	F	ersons with	Disabilitie	s	
Employment Equity Occupational Group (EEOG)	Short-ter	rm Goals	Long-te	rm Goals	Comments
Group (EEOG)	#	%	#	%	
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	9.0	
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		

									Data	for First/I	Previous (	Goals							
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
3	↓	1	Į.	<b>\</b>	↓	↓	<b>\</b>	↓	<b>J</b>	<b>1</b>	↓	↓	Ţ	<b>\</b>	Į.	↓	<b>\</b>	<b>1</b>	<b></b>
									Table 7: M				S						
									First	/Previous SI	hort-term (	Goals							
				All Em	ployees								М	embers of \	isible Minori	ities			
	Number	Grov	vth (New Posit	tions)	Turnover (Re		Terminated		Number	T	teplacement of		3 Year	Goals					
Employment Equity Occupational		5,0		,		Employees)		Anticipated			tepiacement of d Employees)	Hires Required	Fron	1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	ected	Hires Over 3	YYYY-MM-DD	1		Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2016-5-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-5-12	Annually	Over 3 Years	Years	2016	2019					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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	C	0.0%	0	0	0		0.0%	0	0	, DI ,, o.	#DIV/0!
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	C	0.0%	1	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	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		25.0%	25.0%
11 Intermediate Sales & Service	34	-3.0%		0	21.5%		0	0	2	0.0%	1	10	0		36.3%	-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	C	0.0%	1	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	C	0.0%		0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	534	5.3%		0	17.3%		0	0	133	0.0%	s  0	-1	0		24.7%	1	1	24.9%	24.9%

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

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

	workforce Allarysis) = 2) x 10	0.				
						Table 8: Members of Visible Minorities
г	I	Men	ibers of Visil	ole Minor	ities	
	loyment Equity Occupational ip (EEOG)	Short-ter	m Goals	Long-te	erm Goals	Comments
Gro	ip (EEOO)	#	%	#	%	
01	Senior Managers	0	0.0	(	0.0	
02	Middle & Other Managers	0	0.0	(	0.0	
03	Professionals	0	0.0	1	0.0	
04	Semi-Professionals & Tech	1	0.0	(	0.0	
	Supervisors	1	0.0	2	2 0.0	
06	Supervisors: Crafts & Trades	0	0.0	(	0.0	
	Administrative & Sr Clerical	0	0.0	(	0.0	
08	Skilled Sales & Service	0	0.0	(	) 0.0[	
	Skilled Crafts & Trades	0	0.0	(	0.0	
	Clerical Personnel	1	0.0	2	2 0.0	
11	Intermediate Sales & Service	3	0.0	7	7 0.0	
12	Semi-Skilled Manual	6	0.0	12	- I	
	Other Sales & Service	0	0.0	(	0.0	
14	Other Manual Workers	0	0.0	(	0.0	
Tota	1	12		24	1	

										Data for	Subseque	nt/Curre	nt Goals							
Α	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data	sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
3		↓	<b>↓</b>	<b>\</b>	<b>1</b>	<b>V</b>	Ţ	<b>1</b>	<b>\</b>	Ţ	<b>V</b>	<b>\</b>	<b></b>	Ţ	<b>\</b>	Ţ	<b>1</b>	<b>\</b>	Į.	<u> </u>
											Table 9:									
										Subsequ	ent/Current	Short-tern	n Goals							
					All Em	ployees										omen				
		Number	Grow	th (New Positi	ons)	Turnover (Re		Terminated		Number	Turnover (Re	enlacement of	accurated 3 Year Goals							
Empl	oyment Equity Occupational		-			·····	Employees)		Anticipated	Terminated Employees)			Hires From - To Required		Present		Projected	Present	Projected	
Grou	p (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	· YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-15	Annually	Over 3 Years	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	1	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	1	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	_	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	o	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)<sup>1/3</sup> 1) x 100.
- t Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce Allarysis) · 2) X To					
					Table 10: Women
Employment Equity Occupational		Wome	n		
Group (EEOG)	Short-term	Goals	Long-ter	m Goals	Comments
•		%		%	
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%	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	К	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>↓</b>	<b>\</b>	<b>\</b>	<b>↓</b>	<b>\</b>	1	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	1	1	<b>\</b>	<b>↓</b>	<b>\</b>	<b>\</b>	<b>1</b>	↓
											iginal Pe								
									Subsequ	ent/Curren	t Short-tern	n Goals							
				All En	nployees					1				~	nal Peoples			ı	1
Employment Equity Occupational	Number	Grov	vth (New Posit		Turnover (Re	placement of Employees)	Terminated	Anticipated	Number		eplacement of l Employees)	Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual Projected Hires Over 3 Years				YYYY-MM-DD			Over 3	YYYY-YYYY		Availability Present Gar		Gap	Representation	Representation in 3 Years
	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2018-08-15	Annually	Over 3 Years	Years	2018	2021					1 Cars
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	42		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		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%	C	1 0.070	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%	C	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%	1 .	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%	1 0	17.3%	7.5%	140	140	] 3	7.5%	4 1	1 9	1 2	1.7%	1.7%	-8	1 -7	0.5%	0.6%

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

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

Workforce Analysis) · 2/X To					Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples		
Group (EEOG)	Short-term	i Goals	Long-ter	m Goals	Comments
•		%		%	
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	Subseque	nt/Curre	nt Goals							
E										•									
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>\</b>	1	1	↓	<b>\</b>	1	1	↓	<u> </u>	<b>↓</b>	<u> </u>	<u> </u>	1	↓	↓	↓	<b>\</b>	<b>\</b>	<b>1</b>
										: Persons ent/Current									
				All En	plovees				Subsequ	ent/Current	Snort-tern	n Goais		Persons wi					
					Turnover (Re	mlacement of	Terminated					I	3 Yea	Persons with Disabilit					
	Number Growth (New Positions) Furnover (Replacement of Fernimate Employees)    Furnover (Replacement of Fernimate Employees)								Number	Turnover (Replacement of Terminated Employees)		Hires	From - To						Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Projected		Anticipated Hires Over 3	YYYY-MM-DD		(Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOO)	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-08-15	Annually	Over 3 Years	Years	2018	2021			3.0	,	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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%	1	-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%	1	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%	1 0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	3	0.0%	0.0%	0	0.0%	0.0% 0.0%	0	0		0.0%	0	0		3.4% 0.0%	3.4% 0.0%	1 0	0	0.0% #DIV/0!	0.0% #DIV/0!
	0	0.0% 0.0%	0.0%	0	0.0%	0.0%	٥	0	"	0.0%	1 0	0	١	0.0%	0.0%	1 0	"	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
09 Skilled Crafts & Trades 10 Clerical Personnel	12	0.0%	0.0%	0	41.7%	10.0%	4	0	"	10.0%	1 ,	"		7.0%	7.0%	1 1	-1	#DIV/0! 0.0%	#DIV/0! 0.0%
11 Intermediate Sales & Service	31	-3.0%	0.0%	0	21.5%	10.0%	4	4	"	10.0%	"	2	"	5.6%	7.0% 5.6%	1 -1	-1	0.0%	3.2%
12 Semi-Skilled Manual	82	-3.0% 17.2%	0.0%		9.0%	4.0%	10	10	"	4.0%		2		3.6% 4.8%	3.6% 4.8%	1	-1	1.2%	1.2%
13 Other Sales & Service	02	0.0%	0.0%	1 0	0.0%	0.0%	10	10	"	0.0%		3	ا ا	6.3%	6.3%	1	-3	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%		0.0%	0.0%		0		0.0%	1 0			0.5%	0.5%	1 6		#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%

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

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

workforce Analysis) - 2) x	100.				
					Table 14: Persons with Disabilities
Facility of Facility Occupations	, Р	ersons with l	Disabilities		
Employment Equity Occupations Group (EEOG)	" Short-ter	m Goals	Long-term	n Goals	Comments
Group (EEOG)		%		%	
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 & Trade	s	0.0%		0.0%	
07 Administrative & Sr Clerica	1	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	e	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%	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	Е	TC TC	G	Н	т	т	K	T T	М	N	0	P	0	R	S	Т	U
A B	· · ·	υ	E	r	<u>.</u> G	Н	1	J	K	L	. NI	: N		Р	V	К	. 3	1	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	↓	Ţ	Ţ	↓	Ţ	Ţ	<b>↓</b>	<b>1</b>	<b>\</b>	↓	1	1	<b>\</b>	Ţ	Ţ	↓	↓	<b>↓</b>
								Т	able 15: N				es						
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	iployees										isible Minori	ties			
	Number	Gree	wth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (R.	eplacement of			· Goals					
<b>Employment Equity Occupational</b>						Employees)		Anticipated			Employees)	Hires Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3	rears	2018-08-15	Annually	Over 3	Years	2018	2021					1 Cars
	ti	%	9%	rears	%	%	Years #	4	ti.	%	Years #	H	#	%	%	#	#	%	%
01 Senior Managers	42	0.8%	0.0%	#	28.9%	10.0%	13	Ħ	# 10	10.0%	7	-3		10.1%	70 10,1%	# 6	# A	23.8%	19.0%
02 Middle & Other Managers	90	-3.1%		0	15.9%	9.0%	24	24	15	1	1 4	3	1 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%	C	0.0%	0.0%	0	0	C	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	3	0.0%	0.0%	C	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%	C	0.0%	0.0%	0	0	c	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	C	0.0%	0.0%	0	0	c	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%	C	0.0%	0.0%	0	0	C	0.0%	0	1	0	52.7%	52.7%	-1	-1	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	C	0.0%	0.0%	0	0	C	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%

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

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

Workforce Analysis) · 2/X fe					Table 16: Members of Visible Minorities
	Mondo	and of Minis	ole Minorit	tan I	140t. 19. Members of visible Millorines
<b>Employment Equity Occupational</b>					Comments
Group (EEOG)	Short-term		Long-ter	m Goals	Comments
01 0 : 14		9%		%	
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%	

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<u>A</u>	В	С	D	E	F	G	Н	I	J	K	L	M	N	<u>O</u>	Р	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
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Em	ployment Equity	V				orkforce	_					Hires					romotio			T	Tei	rminatio	ons	
	cupational Group	Year	All			Wo				All			omen		All			omen		All			omen	
(E.F	EOG)	#	Employees #	Represe	ntation %	Availa %	ability #	Gap #	EE Result	Employees #	Act	tual %	Expected #	Difference #	Employees #	Act	ual %	Expected #	Difference #	Employees	Acti	ral %	Expected #	Difference #
0.1	[	2016	# 41	4	9.8	27.4	# 11	<b>#</b> -7	35.6	#	#	70	#	#	#	Ħ	76	Ħ	Ħ	#	#	70	Ħ	Ħ
01	Senior Managers	2018	42	7	16.7	27.4	12	-5	60.8	8	2	25.0	2	0	7	4	57.1	1	3	12	1	8.3	1	0
02	Middle & Other Managers	2016 2018	99 90	13 11	13.1 12.2	38.9 38.9	39 35	-26 -24		9	1	11.1	1	-3	19	3	15.8	2	1	15	1	6.7	2	1
		2016	272	111	40.8	41.9		-3		,	1	11.1	4	-3	19	,	13.6		1	. 13	1	0.7		-1
03	Professionals	2018	334	131	39.2	41.2		-7		117	45	38.5	48	-3	33	16	48.5	13	3	52	25	48.1	21	4
04	Semi-Professionals & Technicians	2016 2018	13 17	0	5.9			-1 -1	0.0 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		52.5		-6				0.0	Ť	Ů	^	Ť	0.0				Ť	0.0		Ů
		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 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
ļ													·											
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
ļ				Analysis		Goals					<u> </u>	<u> </u>	<u> </u>	į										
			↓ Now	↓ Entrar	↓ •*c	<u> </u>			<u>_</u>	↓ oals														
Em	ployment Equity			ow Data	its		Short-ter	m Goals		,	Long-ter	m Goals												
	cupational Group	Year	All	Won	nen		Woi				Won							C	Commen	ts				
(EF	EOG)		Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	9/6	#	%	%	%											
01	Senior Managers	2018 2021	15 15	6	40.0	1	600.0	0.0	0.0 14598.5	6	100.0	0.0												
	Middle & Other	2018	28	4		7	57.1	0.0	0.0	21	19.0	0.0												
02	Managers	2021	28	4	14.3			0.4	3672.4			0.4	3672.4											
03	Professionals	2018	150 150	61 61	40.7	28	217.9	0.0	0.0 9870.6	2	3,050.0	0.0												
04	Semi-Professionals &	2018	6	0		0	0.0	0.0		1	0.0	0.0												
L <sup>04</sup>	Technicians	2021	6	0		2011-010011-010011-010011-01		0.1	0.0			0.1												
05	Supervisors	2018 2021	2	0	0.0	encommence of the contract of	0.0	0.0	0.0	4	0.0	0.0		1										
06	Supervisors: Crafts &	0.0	0.0																					
	Trades	2021	0	0	0.0			0.0	0.0			0.0	0.0											

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D			Part 1:	Part 1:	E÷D	Part 1:	DxG	г п	E÷H	Part 2: Flow	Part 2:	L÷K	IZ . C . 100	I M	Part 2: Flow	Part 2:	Q÷Px	D E . 100	0.6	Part 2: Flow	Part 2:	V ÷ U x	II E . 100	V V
Data	sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H		Data Analysis	Flow Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Flow Data Analysis	100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
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En	ployment Equity	Year				orkforce						Hires					romotio			Τ	Ter	minatio	ns	
	cupational Group EOG)	1 cai	All			Wo				All		V	omen	ı	All			omen		All		W	omen	1
Į (isi	.00)	#	Employees #	Represe	entation %	Avail	ability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Ac #	ual %	Expected #	Difference #	Employees #	Actu #	ul %	Expected #	Difference #
07	Administrative &	2016	0	0		0.0	: 1	0	0.0	_	_		_			_		_		_				_
	Senior Clerical Skilled Sales &	2018 2016	0	3 0		80.1		0	124.8	3	3	100.0	2	1	C	0	0.0	0	(	0	0	0.0	0	0
08	8         Service Personnel         2018         0         0         0.0         0.0         0         0.0         0 </td <td>C</td> <td>0</td> <td>0.0</td> <td>0</td> <td>(</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td>														C	0	0.0	0	(	0	0	0.0	0	0
09	Trades 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	0	0.0	0	0
10																								
-	Intermediate Sales &	62.5	5	0	C	0	0.0	0	(	5	4	80.0	4	0										
	Service Personnel	2018	31	8		63.7	20	-12	40.5	5	3	60.0	3	0	7	7 4	57.1	1	3	7	3	42.9	1	2
12	Semi-Skilled Manual Workers	2016 2018	51 82	4 12		20.5	:	-6 -5	38.3 71.4	39	7	17.9	8	-1	C	0	0.0	0	(	6	1	16.7	0	1
ļ														:						'				
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data	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											
<u></u>		New Entrants Goals																						
			New	Entrai	nts		•	•	G	oals	•	•												
	ployment Equity	Year	F	ow Data			Short-ter		i		Long-ter Won													
	cupational Group EOG)		All Employees	Wor Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(	Commen	ts				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	2018	3	3	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
L.	Senior Clerical Skilled Sales &	2021 2018	0	3 0		0	0.0	0.5	20000.0	0	0.0	0.5	20000.0											
08	Service Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
09	Skilled Crafts & Trades Workers	2018 2021	0	0		0	0.0	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											
-	Intermediate Sales &	2021 2018	12	5 7		4	175.0	0.5	12500.0 0.0	13	53.8	0.5												
11	Service Personnel	2021	12	7	58.3			0.5	11666.7			0.5	11666.7											
12	Semi-Skilled Manual Workers	2018 2021	39 39			2011-0-0011-0-0011-0-0011-0-0	350.0	0.0		5	140.0	0.0												
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Data so	urces:		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	/ ÷ U x 100	U x F ÷ 100	V - X
			1	<b>\</b>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<b>\</b>	. ↓	<u> </u>		·	<u> </u>	<u> </u>	<u> </u>	<b>1</b>	<u> </u>	<b>\</b>	<u> </u>	1	<b>\</b>	<u> </u>	<b>V</b>
	Workforce Analysis  Employment Equity Occupational Group  Workforce  Workforce  Workforce  Hires  Promotions  Terminations  Women  Women  Women																							
	Decupational Group    All   Women   Women   All   Women   All   Women   All   Women   All   Women   Women   All   Women   Women   All   Women   Wome																							
(EEC	Employees   Representation   Availability   Gap   EE Result   Employees   Actual   Expected   Difference   Difference   Employees   Actual   Expected   Difference   Di															Difference								
<u> </u>	H H H W W W H H W W H H W W H H W W H H W W H H W W H H W W H W															Ħ								
	13 Personnel 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								
	13 Personnel 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								
$\vdash$	Personnel 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																							
Total	14 Workers     2018     0     0     0.0     0.0     0 </td <td>7</td>															7								
Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 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											
3			<b>↓</b>	<u> </u>	<b>\</b>	<b></b>	<b>↓</b>	↓	<b>\</b>	<b>\</b>	<b>\</b>	↓	<u> </u>											
				Entrant	is		<u> </u>	<u> </u>		oals														
	loyment Equity pational Group	Year		low Data Wome	n		Snort-te Wo	rm Goals <sup>men</sup>			Long-ter Won							C	ommen	ts				
(EEC			All Employees	Actua	ı	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	9/4	%	#	%	%	%											
	Other Sales & Service Personnel	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14	Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Vorkers	2021 2018	263	93	0.0 35.4	44	211.4	0.0	0.0	52	178.8	0.0	0.0											
Total		2018	263	93	35.4	44	211.4	0.0	9208.7	32	170.0	0.0												

										Part 5	: Result	ts - Abo	riginal	Peoples										
											Toyot	ta Cana	da Inc.											
											[Date	e: 2018-	08-15]											
	n.		D	E			11	т	· •	17	· ·	. M	i ni		Р		D	C	T	<b>1</b>	<b>X</b> 7	**7	w	<b>3</b> 7
A	В	С	D	Е	F	G	Н	1	<u>J</u>	K	L	M	N	О	<u> </u>	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
<u></u>			Analysis <b>J</b>	Analysis	<u></u>	Analysis L	J	J	J	<u> </u>	Analysis J	J	<u> </u>	J	ļ	Analysis J	<b></b>		I	l l	Analysis	<u>l</u>	J	
			<u> </u>	•	Workf	orce An	<u> </u>			<u> </u>					<u> </u>	•	Data Aı	•	Ψ	Ψ		Ψ		
	ployment Equity	Year				orkforce	•					Hires					romotio	•			Ter	minatio	ns	
	cupational Group EOG)		All Employees			Aborigina				All Employees			inal Peoples		All Employees			nal Peoples		All Employees			al Peoples	
	,00,	#	##	Repres	entation %	Avail:	ability #	Gap #	EE Result	##	#	tual %	Expected #	Difference #	##	Act	ual %	Expected #	Difference #	##	Actu #	al %	Expected #	Difference #
01	Senior Managers	2016	41	0	0.0	2.9		-1	0.0															
	, and the second	2018 2016	42 99	0				-1 -2	0.0	8	0	0.0	0	0	7	0	0.0	0	0	12	0	0.0	0	0
02	Middle & Other Managers	2018	99		•	L .		-2		9	0	0.0	0	0	19	0	0.0	0	0	15	0	0.0	0	0
03	Professionals	2016	272	3		1.6		-1																
-	Semi-Professionals &	2018 2016	334 13	3				-2	56.1	117	0	0.0	2	-2	33	0	0.0	0	C	52	1	1.9	1	0
04	Technicians	2018	17		<del>.</del>			0	0.0	5	0	0.0	0	0	1	0	0.0	0	C	3	0	0.0	0	0
05	Supervisors	2016	12		ē.			0	0.0					0	1		0.0					0.0		
	Supervisors: Crafts &	2018 2016	11 0	0	<del></del>		-	0	0.0	1	0	0.0	0	0	1	0	0.0	0	C	0	0	0.0	- 0	
06	Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
				Part 2:					<u> </u>															
Data	sources:		Part 2: Flow Data Analysis	Flow Data Analysis	E÷Dx 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											
ļ			<b>↓</b>	J	i↓		↓	J	<u></u> ↓	!↓	<del>.</del>	<u></u> ↓	<u></u> ↓											
			New	Entra	nts		•	•	G	oals	•	•	•											
	ployment Equity	Year	F	low Data			Short-ter		S		Long-ter													
	cupational Group EOG)	icai	All		al Peoples		Aborigina Percent of		Percent of		Aborigina Percent of	T	Percent of					C	ommen	ts				
1	.00)		Employees	Ac	tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
-		# 2018	# 15	# 0	<b>%</b>	# 0	<b>%</b>	0.0	0.0	# 1	0.0	<b>%</b>	0.0											
01	Senior Managers	2021	15	0	0.0			0.0	0.0			0.0	0.0											
02	Middle & Other Managers	2018	28 28			OHOGE POR DE PORTE POR DE PORTE DE PORT	0.0	0.0	0.0	1	0.0	0.0												
02		2018	150				0.0	0.0		1	0.0													
03	Professionals	2021	150		-	2000 110000 110000 110000 11		0.0	0.0			0.0												
04	Semi-Professionals & Technicians	2018	6	0			0.0	0.0	0.0	0	0.0	0.0												
05		2018	2	0			0.0	0.0		0	0.0	0.0												
	Supervisors 2021 2 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																							
06	Supervisors: Crafts & 2018 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.																							

										Part 5	: Resul	ts - Abo	riginal	Peoples										
											Toyot	ta Cana	ıda Inc.											
											[Date	e: 2018-	-08-15]											
Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
Data	sources.		Analysis	Analysis	x 100	Analysis	÷ 100	<u> </u>	x 100	Data Analysis	Analysis	x 100	<u> </u>		Data Analysis	Analysis	100		Q-3	Data Analysis	Analysis	100	OXF - 100	V-A
			<b>—</b>	v	↓ Vorkfe	↓ orce Ar				<u>↓</u>						↓ Flow l	↓ Data A	↓ nalysis						$\longrightarrow$
Em	ployment Equity	Year		•		orkforce						Hires			Τ		romotio	•			Ter	minatio	ons	
	upational Group OG)	1 Cai	All				al Peoples			All			inal Peoples		All			nal Peoples		All			nal Peoples	
TEE	OG)	#	Employees #	Represen	tation %	Avail	ability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Act	ual %	Expected #	Difference #	Employees #	Actu #	ul %	Expected #	Difference #
	Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0.0															
	Skilled Sales &	2018	0	0	0.0	0.8		0	0.0	3	0	0.0	0	(	0	0	0.0	0	'	0	0	0.0	0	0
08	Service Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(	0	0	0.0	0	1	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
10	Clerical Personnel	2016	12	0	0.0	1.5		0	0.0								0.0					0.0		
	Intermediate Sales &	2018 2016	12 34	0	0.0 2.9	1.2		1	0.0 226.2	8	0	0.0	0	(		0	0.0	0		3	0	0.0	0	0
11	Service Personnel	2018	31	0	0.0	1.2	<del></del>	0	0.0	5	0	0.0	0	(	) 7	0	0.0	0	ı	0 7	0	0.0	0	0
12	Semi-Skilled Manual Workers	2016	51 82	0	0.0 0.0	1.1 1.2		-1	0.0	39	0	0.0	0	(	0 0	0	0.0	0	(	6	0	0.0	0	0
							1				1	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											
i			↓ ↓	↓ 	l	<b>↓</b>	<u> </u> ↓	↓	<b>↓</b>	i↓	<u>.</u> ↓	<u>i</u>	<u>.</u> ↓											
			New	Entran	ts				G	oals														
	ployment Equity	Year	Flo	ow Data	n .			rm Goals al Peoples	i		Long-ter							_						
	upational Group OG)		All -	Aboriginal Actus	-	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(	Commer	its				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
<u> </u>	Senior Clerical Skilled Sales &	2021	3	0	0.0	0	0.0	0.0	0.0	0	0,0	0.0	0.0											
08	Service Personnel	2021	0	0	0.0			0.0	0.0	V		0.0	0.0											
	Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Clerical Personnel	2018	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Intermediate Sales &	2021	8 12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
111	Service Personnel	2021	12	0	0.0			0.0	0.0	V		0.0	0.0											
12	Semi-Skilled Manual Workers	2018	39 39	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0												
	<u> </u>						1	1																

								Feder	al Contr	actors l	Prograi	n Achie	vement	Report									
									Part 5	Result	s - Abo	riginal l	Peoples										
										Toyot	a Cana	da Inc.											
										[Date	: 2018-	08-15]											
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	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		÷Ux 00 U	x F ÷ 100	V - X
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	All I																						
Occupational Group	All Aboriginal Peoples Actual Expected Difference Employees    All Aboriginal Peoples   All Abor															,							
(EEOG)	EOG)    Employees   Representation   Availability   Gap   EE Result   Employees   Actual   Expected   Difference   Employees   Actual   Expected   Differenc															Difference							
Od. 51.65.	H															#							
13 Other Sales & Service Personnel	Other Sales & Service   2016   0   0   0   0   0   0   0   0   0															0							
1 14 1	Personnel 2018 1 0 0.0 0.8 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0																						
	4 Other Manual Workers 2016 0 0 0.0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0															0							
Total	Workers 2018 0 0 0.0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0															0							
	2016 534 4 0.7 1.7 9 -5 44.1																						
Data sources:		Part 2: Flow Data Analysis	Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
5		1	<b>↓</b>	<b>\</b>	1	<b>\</b>	<b>\</b>	<b>V</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b></b>											
			Entran	ts				G	oals														
Employment Equity Occupational Group	Year		low Data Aboriginal	Peoples			rm Goals			Long-ter Aboriginal							-	ommen	to				
(EEOG)		All Employees	Actus	·	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommen	15				
	#	#	#	%	#	%	9/0	9/0	#	9/4	%	%											
Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Other Manual	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers Workers	2021	0	0	0.0			0.0	0.0			0.0												
Total	2018	263 263	0	0.0	2	0.0	0.0	0.0	4	0.0	0.0	0.0											
		203		0.0			1 0.0	0.0			J.0												

									J	Part 6: R	esults –	Person	s with D	isabiliti	es									
											Toyot	a Cana	da Inc.											
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		-	-	-	15		**	······································		¥7.			<b>.</b>				ъ		ar.		*7	**7	*7	*7
[ A ]	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	T	U	V	W	X	Y
Data s	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
<u></u>			Analysis	Analysis		Analysis			<u></u>		Analysis	<u> </u>	<u></u>		<u> </u>	Analysis				<u> </u>	Analysis			
			<u> </u>	<u> </u>	↓ Workfi	↓ orce An	↓ alvsis			<b>↓</b>						↓ Flow l	↓ Data Aı	↓ nalvsis		<u> </u>		↓	<u> </u>	
Em	ployment Equity	Year				orkforce	•					Hires					romotio	•			Tei	minatio	ons	
	upational Group	i cai	All			Persons with				All			ith Disabilitie		All			th Disabilitie		All			th Disabilitie	S
(EE	(OG)	#	Employees #	Represe	entation %	Availa	ibility #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees	Act	tual %	Expected #	Difference	Employees #	Acti	al %	Expected #	Difference
01		2016	140	3		4.3	- 6	-3		"	"	/0	TF .	п	"	17	/0	п	TT.	7	"	70	"	17
& 02	Managers	2018	132			4.3	6	-5		17	0	0.0	1	-1	26	0	0.0	1	-1	27	2	7.4	1	1
$\vdash$	Desfersionals	2016	272	4		3.8	10	-6		17	ľ						0.0	1		1	-		-	1
03	Professionals	2018	334	4		3.8		-9		117	0	0.0	4	-4	33	0	0.0	0	(	52	0	0.0	1	-1
04	Semi-Professionals & Technicians	2016 2018	13 17			4.6 4.6		0	167.2 127.9	5	0	0.0	0	0	1	0	0.0	0	(	) 3	0	0.0	0	0
05	Supervisors	2016	12	_	0.0	13.9	2	-2	0.0	_			_		_		-,-			_				-
ш	Supervisors: Crafts &	2018 2016	11	0		13.9	2	-2 0		1	0	0.0	0	0	1	0	0.0	0	C	0	0	0.0	0	0
06	Trades	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
									:			:	·								•			
Data s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data	E÷Dx 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											
<u> </u>			Jana Zinanysis	Analysis L		J J	J	J		I		J												
	New Entrants Goals  Flow Data Short term Goals  Long term Goals																							
F		rm Goals			Long-ter	m Goals																		
	ployment Equity upational Group	Year	All	Person Disab			Persons with	Disabilities	i	ı	Persons with	Disabilities						C	ommen	its				
(EE	(OG)		Employees	Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	Ħ	%	%	%											
01	Managara	2018	43	0	0.0	1	0.0	0.0	0.0	2	0.0	0.00	0.0											
8 02	Managers	2021	43	0	0.0			0.0	0.0			0.04	0.0											
03	Professionals	2018	150	0		0011111100011111100011111111	0.0	0.0	0.0	4	0.0	0.00	0.0											
Н	Semi-Professionals &	2021 2018	150				0.0	0.0	0.0	0	0,0	0.04	0.0											
04	Technicians	2021	6	0	0.0			0.0	0.0			0.05	0.0											
05	Supervisors	2018 2021	2	0			0.0	0.0	0.0	2	0.0	0.00 0.14	0.0											
06	Supervisors: Crafts &	2021	0			30231302313023130231	0.0	0.0	0.0	0	0.0	0.14	0.0											
06	Trades	2021	0	0				0.0	0.0			0.00	0.0											

									]	Part 6: R	esults -	Person	s with I	Disabiliti	es									
											Toyot	a Cana	da Inc.											
											[Date	: 2018-	-08-15]											
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Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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				,	Workf	orce An	alysis									Flow	Data A	nalysis						
	oloyment Equity upational Group	Year				orkforce						Hires				P	romotio				Te	rminati		
(EE			All Employees	Represe		Persons with		Gap	EE Result	All Employees	100	Persons w	ith Disabilitie Expected	Difference	All Employees	Ac		Expected	Difference	All Employees	Ani	Persons v	th Disabilitie Expected	Difference
Ì	,	#	#	# :	%	%	# #	gap #	%	#	#		#	#	#	#	wai %	Expected #	#	#	#	%	##	#
07	Administrative &	2016	0	0			0	0	0.0															
07	Senior Clerical	2018	3	0	0.0	3.4	0	0	0.0	3	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
	Skilled Sales &	2016	0	0				0	0.0															
$\vdash$	Service Personnel	2018	0	0				0	0.0	0	0	0.0	0	0	0	0	0.0	0	С	0	0	0.0	0	0
1 09 1	Skilled Crafts & Trades Workers	2016 2018	0	0			:	0	0.0	0	0	0.0	0	0		0	0.0	0		) 0	0	0.0	0	
$\vdash$		2016	12	-		+		-1				0.0	1				0.0	0		1 0	U	0.0		
10	Clerical Personnel	2018	12	0				-1	0.0	8	0	0.0	1	-1	0	0	0.0	0	0	5	0	0.0	0	0
	Intermediate Sales &	2016	34	0	0.0	5.6	2	-2	0.0															
-	Service Personnel	2018	31	0			<del></del>	-2		5	0	0.0	0	0	7	0	0.0	0	0	7	0	0.0	0	0
	Semi-Skilled Manual Workers	2016	51 82	1		<del> </del>		-1	-	39	0	0.0	2	-2		0	0.0	0		) 6	0	0.0	0	
		2010	02	1 1:	1.2	1 4.0		-5	23.4	37		1 0.0		-2	· ·	· ·	0.0		<u> </u>	<u>′1                                    </u>		0.0	1 0	
			Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:												
Data s	ources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F ÷ I x 100	Part 3: Goals	100	Goals	F ÷ M x 100											
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			New	/ Entrar	nts		•	•	·	oals	•	•	•											
				low Data			Short-te	rm Goal			Long-ter	m Goals												
	oloyment Equity upational Group	Year		Person	is with		Persons wit				Persons with							(	Commen	ite				
(EE			All Employees	Disabi		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Junion	163				
		<u> </u>				Goal	Goal Met		Goal Met		Goal Met		Goal Met											
	Administrative &	# 2018	# 3	# 0	<b>%</b>	# 0	<b>%</b>	0.0	0.0	# 0	0,0	<b>%</b>	0.0											
	Senior Clerical	2021	3	0		2410111241011124101112410111	0.0	0.0			0.0	0.0												
08	Skilled Sales &	2018	0	0		0100010001000100	0.0	8			0.0	0.0												
	Service Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
09	Skilled Crafts & Trades Workers	2018	0				0.0		<del> </del>		0.0	0.0												
$\vdash$	Trades workers	2021	0	0		312201312201312213122	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 0.0 0																							
	2021   8   0   0.0   0.1   0.0   0.1   0																							
11	ervice Personnel 2021 12 0 0.0 0.1 0.0 0.1 0.0 0.1 0																							
	Semi-Skilled Manual 2018 39 0 0.0 1 0.0 0.0 0.0 0.0 0.0 0.0 (												<b>I</b>											
Ш	Workers	2021	39	0	0.0			0.0	0.0			0.0	0.0											

									Feder	al Contr	actors	Progra	n Achie	vement	Report									
									I	art 6: R	esults -	Person	s with D	isabiliti	es									
											Toyot	a Cana	da Inc.											
											[Date	: 2018-	08-15]											
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	O	Р	Q	R	S	T	U	V	W	X	Y
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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	oloyment Equity	Dational Group  All Persons with Disabilities  All Persons with Disabilities																						
	EOG) Employees Representation Availability Gap EE Result Employees Actual														All Employees	Ac		Expected	Difference	All Employees	Acti		ith Disabilities Expected	S Difference
# # # # % % # # # % # # # % # # # # % #															#									
13	Other Sales & Service Personnel	2016 2018	0 1	0	0.0	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
	Other Manual	2016	0	0	0.0	0.0	0	0	0.0															
	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	0.0	0	0
Tota	I	2016 2018	534 623	9	1.7	4.5 4.4	24 27	-15 -20	37.5 25.5	195	0	0.0	9	-9	68	0	0.0	1	_1	100	2	2.0	2	0
		2010	023		1.1	:	27	20	20.0	170		0.0					0.0			100		2.0		
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
3			1	<b>V</b>	<b>\</b>	. ↓	<b>\</b>	<b>V</b>	<b>J</b>	<b>V</b>	<b>\</b>	<b>\</b>	<b>V</b>											
			New	/ Entran	its				G	oals														
Em	oloyment Equity	Year	F	low Data Persons	leb			rm Goals			Long-ter													
	upational Group	ı Cai	All	Disabil		ļ ,		n Disabilities			Persons with	Disabilities						C	ommen	ts				
(EE	OG)		Employees	Actu	nal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
1 131	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
$\vdash$	Other Manual	2021	0	0	0.0	0	0.0	0.1	0.0	0	0.0	0.1	0.0											
1 1/1 1	Workers	2021	0	0	0.0	Ů	٠.٧	0.0	0.0		V.V	0.0	0.0											
Tota	 [	2018	263	0	0.0	5	0.0	0.0	0.0	11	0.0	0.0	0.0											
		2021	263	0	0.0			0.0	0.0			0.0	0.0											

	Part 7: Results - Members of Visible Minorities																							
	Toyota Canada Inc.																							
	[Date: 2018-08-15]																							
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A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	Т	U	V	W	X	Y
Data	ources:		Part 1: Workforce	Part 1: Workforce	E÷D	Part 1: Workforce	DxG	E - H	E ÷ H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
Datas	ources.		Analysis	Analysis	x 100	Analysis	÷ 100	E-11	x 100	Data Analysis	Analysis	x 100	K X G + 100	L-N	Data Analysis	Analysis	100	F X F + 100	Q-3	Data Analysis	Analysis	100	CX1 - 100	V - A
			<b>1</b>	<b>\</b>	<b>\</b>	↓	↓	↓	↓	<b>,</b>	↓	↓	↓	↓	↓	<b>1</b>	↓	Ţ	↓	↓	<b>\</b>	↓	<b>↓</b>	↓
						orce An									,		Data A	•						
	ployment Equity upational Group	Year			<u> </u>	orkforce Visible M						Hires	Minorities			P	romotio	Minorities			Te	rminatio	Minorities	
	OG)		All Employees	Represe	entation	Avail:		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acti		Expected	Difference
		#	#	#	%	%	Ħ	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	H
01	Senior Managers	2016	41		:	10.1	4	6	241.5			27.5					20.5					0.2		
$\vdash$	Middle & Other	2018 2016	42 99	_		10.1 15.0	4 15	6	235.7 141.4	8	3	37.5	1	2	<del>  7</del>	2	28.6	2	(	12	1	8.3	3	-2
	Managers	2018	90			15.0		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			21.9	60	21																
H	Semi-Professionals &	2018 2016	334 13	117 1		22.4 20.8		-2		117	51	43.6	26	25	33	13	39.4	10	3	52	13	25.0	15	-2
04	Technicians	2018	17			22.2	4	-2	79.5	5	1	20.0	1	0	1	0	0.0	0		3	0	0.0	0	0
05	Supervisors	2016	12			45.0	5	-3																
$\sqcup$		2018	11		<del></del>	45.3		-4		1	0	0.0	0	0	1	0	0.0	0	(	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016 2018	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0			0	0.0	0	0
										1		:			I.				I.	1	•			I
Data	ources:		Part 2: Flow	Part 2: Flow Data	E÷Dx	Part 3:	E ÷ G x	Part 3:	F ÷ I v 100	Part 3: Goals	E÷Kx	Part 3:	F ÷ M x 100											
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	C : M	2018	# 15			# 0	0.0	0.0	0.0	0	0.0	0.0												
01	Senior Managers	2021	15	5	33.3			0.1	33003.3			0.1	33003.3											
02	Middle & Other Managers	2018	28			0	0.0	0.0		0	0.0	0.0												
H		2021 2018	28 150			0	0.0	0.2	21428.6	1	6,400.0	0.2												
$\begin{bmatrix} 03 \end{bmatrix}$	Professionals	2021	150				0	0.2	19047.6		-,	0.2	19047.6											
04	Semi-Professionals &	2018	6			1	100.0	0.0		0	0.0	0.0												
H	Technicians	2021 2018	6	1 0		1	0.0	0.2		2	0.0	0.2												
05	Supervisors	2021	2	0			0.0	0.5		2	1	0.5												
	Supervisors: Crafts &	2018	0			2011/04/2011/04/2011/04/2011/04	0.0	0.0		0	0.0	0.0												
Ш	Trades	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]																							
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	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	) (
1 09 1	Skilled Crafts & Trades Workers	2016 2018	0	0				0	0.0	0	0	0.0		0		0	0.0	0	0	0	0	0.0		
$\vdash$		2016	12	-		39.8		-2		0	0	0.0	1	0	- ·	0	0.0	0	0		0	0.0	0	
10 0	Clerical Personnel	2018	12	:		+		-1	78.2	8	3	37.5	3	0	0	0	0.0	0	0	5	2	40.0	1	1 1
	Intermediate Sales & Service Personnel	2016	34			<del>                                     </del>		-10				20.0		-		1	14.2		-			20.7		
$oldsymbol{oldsymbol{\sqcup}}$	Semi-Skilled Manual	2018 2016	31 51	4 13				-8 -15		5	1	20.0	2	-1	/	1	14.3	0	1	/	2	28.6	0	) 2
	Workers	2018	82	13		54.7	:	-32		39	4	10.3	21	-17	0	0	0.0	0	0	6	2	33.3	2	2 (
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E	document Faults			low Data			Short-term Goals				Goals  Long-term Goals													
	oloyment Equity upational Group	Year	All	Visible M			Visible N		,		Visible M							(	Commen	its				
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		#	#	#	%	#	%	%	%	#	%	%	%											
	Administrative &	2018	3	2		0	0.0	0.0	0.0	0	0.0	0.0												
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1 ()X I	Service Personnel	2018	0	0		U	0.0	0.0	0.0	0	0.0	0.0												
	Skilled Crafts &	2018	0				0.0	0.0		0	0.0	0.0	-											
<u> </u>	Trades Workers	2021 2018	0	0		222000000000000000000000000000000000000	200.0	0.0	0.0	1	150.0	0.0												
10	Clerical Personnel	2018	8	3			300.0	0.0		2	150.0	0.0												
	Intermediate Sales &	2018	12			3	66.7	0.0	0.0	7	28.6	0.0												
$\vdash$	Service Personnel	2021	12			-		0.4				0.4												
1 1/1	Semi-Skilled Manual Workers	2018 2021	39			001101000110100011010001101	66.7	0.0	0.0 1875.0	12	33.3	0.0	-											
		1	37		10.5			0.5	13,5.0			ı	1 10,0.0											

Federal Contractors Program Achievement Report

	Federal Contractors Program Achievement Report																						
								Par	t 7: Resu	lts - Me	embers	of Visib	le Mino	rities									
	Toyota Canada Inc.																						
	[Date: 2018-08-15]																						
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	Workforce Analysis Flow Data Analysis																						
Employment Equity Occupational Group	Year		ı	W	orkforce						Hires				P	romotio				Term			
(EEOG)		All Employees	Representa	ation	Visible M Availa		Gap	EE Result	All Employees	Act		Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Actual	Visible M	Ainorities  Expected D	Difference
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Other Sales & Service Personnel	2016 2018	0	0	0.0	0.0 52.7	0	0	0.0		0	0.0	0	0		0	0.0	0	0		0	0.0	0	0
14 Other Manual	2016	0	0	0.0	0.0	0	0	0.0	0	Ů	0.0	U	0			0.0	· ·	0	, o		0.0		
Workers	2018 2016	534	133	0.0 24.9	0.0 24.7	132	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2018	623	169	27.1	26.4	164	5	100.8	195	69	35.4	51	18	68	21	30.9	17	4	100	23	23.0	25	-2
-																							
Data sources:		Part 2: Flow Data Analysis	Flow Data	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	F	low Data		• .		rm Goals			Long-teri													
Occupational Group (EEOG)	icai	All	Visible Mine			Visible N Percent of		Percent of		Visible Mi Percent of		Percent of					C	ommen	ts				
(LLGG)		Employees	Actual		Goal #	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	# 2018	0	0	0.0	<b>#</b> 0	0.0	0.0	0.0	7 0	<b>%</b>	0.0	0.0											
Personnel	2021	0	0	0.0		0.0	0.5	0.0		0.0	0.5	0.0											
14 Other Manual Workers	2018 2021	0	0	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											
	2021	263	90	34.2			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 Co

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equity.

	ctors Program.
Requi	red measures:
<b>V</b>	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
<b>J</b>	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.
<b>√</b>	Adjusted survey results to reflect hires, promotions and terminations.
<b>V</b>	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.
<b>V</b>	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.
<b>/</b>	Ensured that any new gaps identified are addressed accordingly.
<b>✓</b>	Maintained appropriate records in all required areas.
Other	measures:
<b>/</b>	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
J	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
<b>/</b>	Ensured ongoing senior-level support for employment equity and its implementation.
<b>/</b>	Established accountability mechanisms to ensure that the short-term goals would be met.
<b>✓</b>	Communicated the goals to relevant managers as well as monitored and recorded the results.
<b>V</b>	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
<b>√</b>	Consulted employee/union representatives on communication and implementation of employment

	equity, the steps taken to implement it and the progress made in its implementation.
<b>✓</b>	Put in place a strategy to ensure a barrier-free workplace.
<b>√</b>	Undertook initiatives to increase representation where gaps in representation were found.
<b>V</b>	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
	<ul> <li>High tenure that leads to fewer openings which makes a significant impact on numbers in the short term</li> <li>Low turnover in Management roles</li> <li>Rotating shifts in the warehouse environment decreases divers talent availability</li> <li>Improvement in female recruitment but was offset with female turnover</li> <li>TCI has created D&amp;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.</li> </ul>
Addit	tional Details
Please p	provide any additional information (optional):

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

Employer Name: Toyota Canada Inc.								
Primary Locat	cion: Toronto, Ontario							
Number of En	nployees: 623							
Founded in 19	<b>Overview:</b> Motor vehicle merchant wholesalers) 064, Toyota Canada Inc. is the exclusive distributor of Toyota, Lexus and Scion d trucks in Canada.							
Key Dates – Fir	rst Year Assessment							
Initiated: Received: Closed: Workforce Analysis:	2016-05-02							
<b>Key Dates – Su</b> Initiated: Received: Workforce Analysis:	bsequent Assessment N/A 2018-10-02 2018-08-15							
	ATION that the data provided as part of the subsequent assessment package is that provided during the previous submission:							
Comments: No	ne							
I have verified to in Forms 1 to 6 ⊠ Yes □ No	that the data provided in the Achievement Report is consistent with that found :							



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 longterm 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 longterm 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 longterm 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 longterm 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 longterm 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 longterm 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 divers talent availability:
    - o 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
'	(EEOG)		(1 to 3	(3+		
			years)	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	

# Observations:

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

# **Aboriginal Peoples**

	Workforce Analysis Results			als		
Emp	oloyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	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	Present	Short-	Long-	Representation	LIVIA
(EEOG)	Gap	term	term		

			(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 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@hrsdc-rhdcc.gc.ca



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