Employment and Social Development Canada

Emploi et Développement social Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - I	3
OFFICIAL USE ONLY	
Agreement N°:	_

Agreement to Implement Employment Equity

New Agreement	(All sections n	nust be complet	:ed)							
Revised Agreement										
	ORG#	ANIZATION								
Legal Name of Organization			Parent company	is located outside	Canada					
Frontenac Hotel LP.				Yes	기 No					
	<u></u>									
Operating Name (if different from Legal Name Fairmont Le Château Fronten			Business Numb	ber						
ratimont be chattan richten.	10		Total number of	employees in Cana	ehe					
Occasional Marth American Industry Classi	E Contact (NIAICS) Cond	- 1 0040 0-4-		-time and/or Part-tir						
Organization's North American Industry Classi Number. To find your organization's four-digit I	NAICS code please visit:	3da 2012 Gode	Federally Regulated							
http://www23.statcan.gc.ca/imdb/p3VD.pl?Fun 7211	ction=getVD&1VD=118499		Provincially Regulated							
	LIFA		<u> </u>							
Address (building number, street, suite, etc.)	HEA	D OFFICE City		Province	Postal Code					
155 St Wellington West		Toronto		ON	M5V 3J7					
Suite 3300		Telephone Number								
		<u> </u>								
Name (print)	EMPLOYMENT	EQUITY CONTA	ACT							
Tara Francine Gauthier		Regional Dir	ector Taler	nt and Cultu	ıre					
Telephone Number	E-mail Address			Preferred Languag	e of Correspondence					
418-691-2102	francine.gauthier	@fairmont.com	n	English	French					
The state of the s	CERT	IFICATION								
The above-named organization:		44								
having a combined workforce of 100 central to the central to										
intending to bid on, or being in receipt supply arrangement, valued at \$1,000	,000 or more (including ap	plicable taxes)								
hereby certifies its commitment to implem instrument, in keeping with the Federal C please contact the Labour Program at the	ontractors Program require	ements. For more i	nformation on h	ond the period o ow to implement	f the procurement employment equity					
Important note: If an audit of the Agreem the procurement instrument(s) with the Go	nent to Implement Employn overnment of Canada may	nent Equity uncove be terminated.	rs misrepresent	tation on the part	of the organization,					
	SIGI	NATORY								
NOTE: The signatory must be the Chief I contract on behalf of the organization		uthorized person in	an executive po	osition with legal	authority to sign a					
Name (print) Pierre Jotterand		Title								
Telephone Number	E-mail Address	Director of	Operations		age of Correspondence					
418-691-2125	pierre.jotterand	@fairmont.com	1	English						
Signature		Date (YYYY-MM-DD		<u> </u>						
		2018-10-24								
Privacy Notice:										
The information you provide on this form is coll Contractors Program (FCP).										
Completion of this form is mandatory. Refusal t to Bid List, loss of the right to bid on federal government.	vernment goods or services co	ontracts of any value	and may also resi	ult in the termination	n of the contract.					
The information you provide may be used and/ disclosures of your personal information will ne	ver result in an administrative	decision being made	aluation purposes about you,	. However, these a	dditional uses and/or					
RETURN INSTRUCTIONS										
IMPORTANT										
The signed Agreement to Implemen ee-eme@hrsdc-rhdcc.gc.ca	t Employment Equity for	m must be sent to	the Labour Pr	rogram by e-mai	l at:					

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Women

Women								
Employment Equity Occupational Group	Internal	All employees	Repres	sentation	Availab	oility	Differ	Place of recruitment
	location	#	#	%	%	#	ence _#	
01: Senior Management	National	1	0	0.0 %	27.6 %	0	0	National
02: Middle management and other directors	National	21	12	57.1 %	39.4 %	8	4	National
03: Professionals		12	10	83.3 %	63.7 %	8	2	
1111: Auditors and Accountants	National	1	1	100.0 %	56.0 %	1	0	National
1112: Financial and investment analysts	National	2	1	50.0 %	44.9 %	1	0	National
1121: Human Resources Professionals	National	3	3	100.0 %	73.2 %	2	1	National
1123: Advertising, marketing and public relations professionals	National	6	5	83.3 %	66.6 %	4	1	National
04: Semi-professional and technical staff		4	2	50.0 %	45.6 %	2	0	
2243 : Industrial Instrument Technicians and Mechanics	Quebec	1	0	0.0 %	3.9 %	0	0	Quebec
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	3	2	66.7 %	59.6 %	2	0	Quebec
05: Supervisors		24	17	70.8 %	51.5 %	12	5	
Employment Equity Occupational Group	Quebec	24	17	70.8 %	51.5 %	12	5	Quebec
07: Administrative and Senior Clerical Staff		12	9	75.0 %	80.4 %	10	-1	
Employment Equity Occupational Group	Quebec	12	9	75.0 %	80.4 %	10	-	Quebec
08: Specialized sales and service personnel		43	19	44.2 %	44.8 %	19	0	
6321 : Chefs	Quebec	3	0	0.0 %	28.6 %	1		Quebec
6322; Cooks	Quebec	37	16	43.2 %	43.0 %	16	0	Quebec
6342 : Tailors, dressmakers, furriers and milliners	Quebec	3	3	100.0 %	83.7 %	3	0	Quebec
09: Skilled workers and artisans		15	1	6.7 %	5.5 %	1	0	
7241: Electricians (except industrial and power system electricians)	Quebec	3	0	0.0 %	1.3 %	0	0	Quebec
7251 : Plumbers	Quebec	1	0	0.0 %	1.4 %	0	0	Quebec
7271 : Carpenters	Quebec	2	0	0.0 %	1.2 %	0	0	Quebec
7294 : Painters and decorators (except interior decorators)	Quebec	3	1	33.3 %	13.5 %	0	1	Quebec
7313: Heating, Refrigeration and Air Conditioning Mechanics	Quebec	1	0	0.0 %	1.0 %	0	0	Quebec



Default Workforce Analysis System - Detailed Report

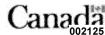
Date: 2019-07-26

Women

			Women					
Employment Equity Occupational Group	Internal	All employees	Repres	entation	Availability		Differ	Place of recruitment
	location	#	#	%	%	#	ence _#	
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	1	0	0.0 %	7.8 %	0	0	Quebec
9241: Power Plant Mechanics and Power System Operators	Quebec	4	0	0.0 %	6.2 %	0	0	Quebec
10 : Office staff		14	8	57.1 %	58.6 %	8	0	
Employment Equity Occupational Group	Quebec	14	8	57.1 %	58.6 %	8	0	Quebec
11: Intermediate sales and service personnel		115	38	33.0 %	62.6 %	72	-34	
Employment Equity Occupational Group	Quebec	115	38	33.0 %	62.6 %	72	-34	Quebec
12: Skilled Manual Workers		1	0	0.0 %	12.5 %	0	0	
Employment Equity Occupational Group	Quebec	1	0	0.0 %	12.5 %	0	0	Quebec
13: Other sales and service personnel		144	72	50.0 %	49.1 %	71	1	
Employment Equity Occupational Group	Quebec	144	72	50.0 %	49.1 %	71	1	Quebec
Total		406	188	46.3 %	52.0 %	211	-23	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2016 Census and internal employer data

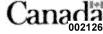


Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Represe #	entation %	Availab %	ility #	Differ ence _#	Place of recruitment
01: Senior Management	National	1	0	0.0 %	3.2 %	0	0	National
02: Middle management and other directors	National	21	0	0.0 %	2.7 %	1	-1	National
03: Professionals		12	0	0.0 %	2.1 %	0	0	
1111: Auditors and Accountants	National	1	0	0.0 %	1.4 %	0	0	National
1112: Financial and investment analysts	National	2	0	0.0 %	0.8 %	0	0	National
1121: Human Resources Professionals	National	3	0	0.0 %	3.1 %	0	0	National
1123: Advertising, marketing and public relations professionals	National	6	0	0.0 %	2.1 %	0	0	National
04: Semi-professional and technical staff		4	0	0.0 %	2.4 %	0	0	
2243 : Industrial Instrument Technicians and Mechanics	Quebec	4	0	0.0 %	2.4 %	0	0	Quebec
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	3	0	0.0 %	2.4 %	0	0	Quebec
05: Supervisors		24	0	0.0 %	2.0 %	0	0	
Employment Equity Occupational Group	Quebec	24	0	0.0 %	2.0 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		12	0	0.0 %	1.4 %	0	0	
Employment Equity Occupational Group	Quebec	12	0	0.0 %	1.4 %	0	0	Quebec
08: Specialized sales and service personnel		43	1	2.3 %	2.5 %	1	0	
6321 : Chefs	Quebec	3	0	0.0 %	1.7 %	0	0	Quebec
6322: Cooks	Quebec	37	1	2.7 %	2.6 %	1	0	Quebec
6342 : Tailors, dressmakers, furriers and milliners	Quebec	3	0	0.0 %	2.6 %	0	0	Quebec
09: Skilled workers and artisans		15	1	6.7 %	2.9 %	0	1	
7241: Electricians (except industrial and power system electricians)	Quebec	3	1	33.3 %	2.1 %	0	1	Quebec
7251 : Plumbers	Quebec	1	0	0.0 %	2.8 %	0	0	Quebec
7271 : Carpenters	Quebec	2	0	0.0 %	3.6 %	0	0	Quebec
7294 : Painters and decorators (except interior decorators)	Quebec	3	0	0.0 %	2.6 %	0	0	Quebec
7313: Heating, Refrigeration and Air Conditioning Mechanics	Quebec	1	0	0.0 %	0.9 %	0	0	Quebec



Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Aboriginal

			Aboriginal					
Employment Equity Occupational Group	Internal	All employees	Repres	entation	Availability		Differ	Place of recruitment
	location	#	#	%	%	#	ence _#	
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	1	0	0.0 %	2.7 %	0	0	Quebec
9241: Power Plant Mechanics and Power System Operators	Quebec	4	0	0.0 %	4.0 %	0	0	Quebec
10 : Office staff		14	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Quebec	14	0	0.0 %	1.6 %	0	0	Quebec
11: Intermediate sales and service personnel		115	1	0.9 %	1.6 %	2	-1	
Employment Equity Occupational Group	Quebec	115	1	0.9 %	1.6 %	2	-1	Quebec
12: Skilled Manual Workers		1	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Quebec	1	0	0.0 %	1.6 %	0	0	Quebec
13: Other sales and service personnel		144	1	0.7 %	1.8 %	3	-2	
Employment Equity Occupational Group	Quebec	144	1	0.7 %	1.8 %	3	-2	Quebec
Total		406	4	1.0 %	1.9 %	7	-3	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2016 Census and internal employer data

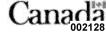


Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal location	All employees #	Repres #	entationAva %	mability %	#	Differ ence _#	Place of recruitment
01: Senior Management	National	1	0	0.0 %	11.5 %	0	0	National
02: Middle management and other directors	National	21	0	0.0 %	17.6 %	4	-4	National
03: Professionals		12	0	0.0 %	22.6 %	3	-3	
1111; Auditors and Accountants	National	1	0	0.0 %	32.3 %	0	0	National
1112: Financial and investment analysts	National	2	0	0.0 %	37.8 %	1	-1	National
1121: Human Resources Professionals	National	3	0	0.0 %	16.7 %	1		National
1123: Advertising, marketing and public relations professionals	National	6	0	0.0 %	18.8 %	1		National
04: Semi-professional and technical staff		4	1	25.0 %	8.6 %	0	1	
2243 : Industrial Instrument Technicians and Mechanics	Quebec	1	0	0.0 %	3.9 %	0	0	Quebec
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	3	1	33.3 %	10.2 %	0	1	Quebec
05: Supervisors		24	0	0.0 %	3.2 %	1		
Employment Equity Occupational Group	Quebec	24	0	0.0 %	3.2 %	1		Quebec
77: Administrative and Senior Clerical Staff		12	0	0.0 %	3.3 %	0	0	
Employment Equity Occupational Group	Quebec	12	0	0.0 %	3.3 %	0	0	Quebec
08: Specialized sales and service personnel		43	3	7.0 %	20.9 %	9	-6	
6321 : Chefs	Quebec	3	0	0.0 %	38.7 %	1		Quebec
6322: Cooks	Quebec	37	2	5.4 %	18.8 %	7	-5	Quebec
6342 : Tailors, dressmakers, furriers and milliners	Quebec	3	1	33.3 %	28.5 %	1	0	Quebec
09: Skilled workers and artisans		15	0	0.0 %	4.8 %	1		
7241: Electricians (except industrial and power system electricians)	Quebec	3	0	0.0 %	4.2 %	0	0	Quebec
7251 : Plumbers	Quebec	1	0	0.0 %	4.3 %	0	0	Quebec
7271 : Carpenters	Quebec	2	0	0.0 %	1.7 %	0	0	Quebec
7294 : Painters and decorators (except interior decorators)	Quebec	3	0	0.0 %	7.8 %	0	0	Quebec
7313: Heating, Refrigeration and Air Conditioning Mechanics	Quebec	1	0	0.0 %	6.8 %	0	0	Quebec



Default Workforce Analysis System - Detailed Report

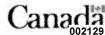
Date: 2019-07-26

Members of Visible Minorities

					of Visible Minorities				
Employment Equity Occupational Group	Internal location	All employees #	#	entationAva %	% %	#	Differ ence _#	Place of recruitment	
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	1	0	0.0 %	2.9 %	0	0	Quebec	
9241: Power Plant Mechanics and Power System Operators	Quebec	4	0	0.0 %	4.8 %	0	0	Quebec	
10 : Office staff		14	0	0.0 %	4.1 %	1	-1		
Employment Equity Occupational Group	Quebec	14	0	0.0 %	4.1 %	1	-1	Quebec	
11: Intermediate sales and service personnel		115	6	5.2 %	6.4 %	7	-1		
Employment Equity Occupational Group	Quebec	115	6	5.2 %	6.4 %	7		Quebec	
12: Skilled Manual Workers		1	0	0.0 %	3.9 %	0	0		
Employment Equity Occupational Group	Quebec	1	0	0.0 %	3.9 %	0	0	Quebec	
13: Other sales and service personnel		144	19	13.2 %	7.7 %	11	8		
Employment Equity Occupational Group	Quebec	144	19	13.2 %	7.7 %	11	8	Quebec	
Total		406	29	7.1 %	9.1 %	37	-8		

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2016 Census and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Persons with disabilities

			ities				
Employment Equity Occupational Group	Internal	All employees	RepresentationAvailability				Place of recruitment
	location	#	#	%	%	# ence _#	
01/02 : Executives	National	22	0	0.0 %	5.0 %	1 -1	National
03: Professionals	National	12	1	8.3 %	8.9 %	1 0	National
04: Semi-professional and technical staff	National	4	0	0.0 %	7.6 %	0 0	National
05: Supervisors	National	24	0	0.0 %	27.5 %	7 -7	National
07: Administrative and Senior Clerical Staff	National	12	0	0.0 %	10.0 %	1 .1	National
08: Specialized sales and service personnel	National	43	1	2.3 %	8.0 %	3 -2	National
09: Skilled workers and artisans	National	15	0	0.0 %	7.8 %	1 :1	National
10 : Office staff	National	14	0	0.0 %	9.3 %	1 -1	National
11: Intermediate sales and service personnel	National	115	1	0.9 %	10.8 %	12 -11	National
12: Skilled Manual Workers	National	1	0	0.0 %	10.3 %	0 0	National
13: Other sales and service personnel	National	144	4	2.8 %	10.7 %	15 -11	National
Total		406	7	1.7 %	10.9 %	42 -35	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2017 Canadian Disability Survey and internal employer data.

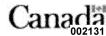


Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
05: Supervisors	EEOG	СМА
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
12: Skilled Manual Workers	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA



Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 05 :	CPEME	National
Supervisors	CPEME	National
07: Administrative and Senior Clerical Personnel 08:	CPEME	National
Specialized Sales and Service Personnel 09: Skilled	CPEME	National
Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12:	CPEME	National
Skilled manual workers	CPEME	National
13: Other sales and service personnel	CPEME	National
	CPEME	

CPEME



Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Women

	Women							
Employment Equity Occupational Group	All employees	Repres	sentation	Availa	ability	Differ		
	#	#	%	%	#	ence _#		
01: Senior Management	1	0	0.0 %	27.6 %	0	0		
02: Middle management and other directors	21	12	57.1 %	39.4 %	8	4		
03: Professionals	12	10	83.3 %	63.7 %	8	2		
04: Semi-professional and technical staff	4	2	50.0 %	45.6 %	2	0		
05: Supervisors	24	17	70.8 %	51.5 %	12	5		
06 : Foremen	4	0	0.0 %	28.3 %	1	-1		
07: Administrative and Senior Clerical Staff	12	9	75.0 %	80.4 %	10	-1		
08: Specialized sales and service personnel	43	19	44.2 %	44.8 %	19	0		
09: Skilled workers and artisans	11	1	9.1 %	5.2 %	1	0		
10 : Office staff	14	8	57.1 %	58.6 %	8	0		
11: Intermediate sales and service personnel	115	38	33.0 %	62.6 %	72	-34		
12: Skilled Manual Workers	1	0	0.0 %	12.5 %	0	0		
13: Other sales and service personnel	144	72	50.0 %	49.1 %	71	1		
Total	406	188	46.3 %	52.2 %	212	-24		



Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Aboriginal

	Aboriginal						
Employment Equity Occupational Group	All employees	Repres	entation	Availab	ility	Differ	
	#	#	%	%	#	ence _#	
01: Senior Management	1	0	0.0 %	3.2 %	0	0	
02: Middle management and other directors	21	0	0.0 %	2.7 %	1	-1	
03: Professionals	12	0	0.0 %	2.1 %	0	0	
04: Semi-professional and technical staff	4	0	0.0 %	2.4 %	0	0	
05: Supervisors	24	0	0.0 %	2.0 %	0	0	
06 : Foremen	4	0	0.0 %	1.8 %	0	0	
07: Administrative and Senior Clerical Staff	12	0	0.0 %	1.4 %	0	0	
08: Specialized sales and service personnel	43	1	2.3 %	2.5 %	1	0	
09: Skilled workers and artisans	11	1	9.1 %	2.5 %	0	1	
10 : Office staff	14	0	0.0 %	1.6 %	0	0	
11: Intermediate sales and service personnel	115	1	0.9 %	1.6 %	2	-1	
12: Skilled Manual Workers	1	0	0.0 %	1.6 %	0	0	
13: Other sales and service personnel	144	1	0.7 %	1.8 %	3	-2	
Total	406	4	1.0 %	1.9 %	7	-3	



Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Members of Visible Minorities

		N	lembers of	Visible Mino	norities		
Employment Equity Occupational Group	All employees	Repres	entationAva	ailability		Differ	
	#	#	%	%	#	ence _#	
01: Senior Management	1	0	0.0 %	11.5 %	0	0	
02: Middle management and other directors	21	0	0.0 %	17.6 %	4	-4	
03: Professionals	12	0	0.0 %	22.6 %	3		
04: Semi-professional and technical staff	4	1	25.0 %	8.6 %	0	1	
05: Supervisors	24	0	0.0 %	3.2 %	1	-1	
06 : Foremen	4	0	0.0 %	8.4 %	0	0	
07: Administrative and Senior Clerical Staff	12	0	0.0 %	3.3 %	0	0	
08: Specialized sales and service personnel	43	3	7.0 %	20.9 %	9	-6	
09: Skilled workers and artisans	11	0	0.0 %	4.8 %	1	-1	
10 : Office staff	14	0	0.0 %	4.1 %	1	-1	
11: Intermediate sales and service personnel	115	6	5.2 %	6.4 %	7	-1	
12: Skilled Manual Workers	1	0	0.0 %	3.9 %	0	0	
13: Other sales and service personnel	144	19	13.2 %	7.7 %	11	8	
Total	406	29	7.1 %	9.1 %	37	-8	
Total	400	23	1.1 70	Ø. € 70	51	-0	



Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Persons with disabilities

			Persons	with disabil	ities			
Employment Equity Occupational Group	All employees	Repres	entationAv	ailability		Differ		
	#	#	%	%	#	ence _#		
01/02 : Executives	22	0	0.0 %	5.0 %	1	-1		
03: Professionals	12	1	8.3 %	8.9 %	1	0		
04: Semi-professional and technical staff	4	0	0.0 %	7.6 %	0	0		
05: Supervisors	24	0	0.0 %	27.5 %	7	•7		
06 : Foremen	4	0	0.0 %	10.1 %	0	0		
07: Administrative and Senior Clerical Staff	12	0	0.0 %	10.0 %	1	-1		
08: Specialized sales and service personnel	43	1	2.3 %	8.0 %	3	-2		
09: Skilled workers and artisans	11	0	0.0 %	7.8 %	1	-1		
10 : Office staff	14	0	0.0 %	9.3 %	1	-1		
11: Intermediate sales and service personnel	115	1	0.9 %	10.8 %	12	-11		
12: Skilled Manual Workers	1	0	0.0 %	10.3 %	0	0		
13: Other sales and service personnel	144	4	2.8 %	10.7 %	15	-11		
Total	406	7	1.7 %	10.9 %	42	-35		



Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
05: Supervisors	EEOG	CMA
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
12: Skilled Manual Workers	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA



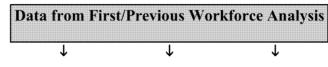
Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	СРЕМЕ	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 05 :	CPEME	National
Supervisors	СРЕМЕ	National
6. Foremen	CPEME	National
7.08: Specialized sales and service personnel 09:	СРЕМЕ	National
Skilled workers and craftspeople	CPEME	National
10 : Clerical staff	СРЕМЕ	National
1111: Intermediate sales and service personnel 12:	CPEME	National
Skilled manual workers	СРЕМЕ	National
13: Other sales and service personnel	СРЕМЕ	National
	СРЕМЕ	National
	CPEME	
	СРЕМЕ	
	СРЕМЕ	
	СРЕМЕ	
	CPEME	





Data from Su	ıbsequent/Curro Analysis	ent Workforce
1	1	+

Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2019	07	15

Data from Subsc	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

		Table 1: Women			
			evious Workforce A	•	
Emnl	oyment Equity Occupational Group (EEOG)	All Employees	Won	nen	
cmp	oyment Equity Occupational Group (EEGG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	1	0	27.6	
02	Middle & Other Managers	21	12	39.4	
03	Professionals	12	10	63.7	
04	Semi-Professionals & Technicians	4	2	45.6	
05	Supervisors	24	17	51.5	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	12	9	80.4	
08	Skilled Sales & Service Personnel	43	19	44.8	
09	Skilled Crafts & Trades Workers	15	1	5.5	
10	Clerical Personnel	14	8	58.6	
11	Intermediate Sales & Service Personnel	115	38	62.6	
12	Semi-Skilled Manual Workers	1	0	12.5	
13	Other Sales & Service Personnel	144	72	49.1	
14	Other Manual Workers	0	0	0.0	
Total		406	188	52.2	

Table 5: Women Subsequent/Current Workforce Analysis						
All Employees						
	Representation	Availability*				
#	#	%				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				

* Source:		
2006 Census	of Canada	

* Source:		

Data from Fire	st/Previous Wo	rkforce Analysis
<u> </u>	1	Ţ

Data from Si	ubsequent/Curre Analysis	ent Workforce
1	\	\

2019	07	15
YYYY	MM	DD
Data from Fi	rst/Previous Workf	force Analysis

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

		Table	2: Aboriginal Po	eoples
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	1	0	3.2
02	Middle & Other Managers	21	0	2.7
03	Professionals	12	0	2.1
04	Semi-Professionals & Technicians	4	0	2.4
05	Supervisors	24	0	2.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	12	0	1.4
08	Skilled Sales & Service Personnel	43	1	2.5
09	Skilled Crafts & Trades Workers	15	1	2.9
10	Clerical Personnel	14	0	1.6
11	Intermediate Sales & Service Personnel	115	1	1.6
12	Semi-Skilled Manual Workers	1	0	1.6
13	Other Sales & Service Personnel	144	1	1.8
14	Other Manual Workers	0	0	0.0
Total		406	4	1.9

Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis		
All Employees	Aborigina	
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Source: 2006 Census of Canad	9	
2006 Census of Canad	ด	

-	Source:	
-		

Data from Firs	t/Previous Wo	rkforce Analysis
Ţ	1	Ţ

Data from Si	ubsequent/Curre Analysis	ent Workforce
1	\	\

2019	07	15
YYYY	MM	DD
Data from Fi	rst/Previous Work!	force Analysis

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

			embers of Visible evious Workforce A			
Familia	remont Faulty Occupational Crown (FFOC)	All Employees	Members of Vis	Members of Visible Minorities		
cmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	1	0	11.5		
02	Middle & Other Managers	21	0	17.6		
03	Professionals	12	0	22.6		
04	Semi-Professionals & Technicians	4	1	8.6		
05	Supervisors	24	0	3.2		
06	Supervisors: Crafts & Trades	0	o	0.0		
07	Administrative & Senior Clerical Personnel	12	o	3.3		
08	Skilled Sales & Service Personnel	43	3	20.9		
09	Skilled Crafts & Trades Workers	15	0	4.8		
10	Clerical Personnel	14	0	4.1		
11	Intermediate Sales & Service Personnel	115	6	6.4		
12	Semi-Skilled Manual Workers	1	0	3.9		
13	Other Sales & Service Personnel	144	19	7.7		
14	Other Manual Workers	0	ol	0.0		
Total	,	406	29	9.1		

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workford	e Analysis
All Employees	Members of Visi	ible Minorities
	Representation	Availability*
#	#	9/0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Source:	
2006 Census of Ca	

* S	ource					
0						

Data from Fir	st/Previous Wor	kforce Analysis
1	1	1

Data from S	ubsequent/Curre Analysis	nt Workforce
\	1	+

2019	07	15
YYYY	MM	DD
Data from Fi	rst/Previous Workf	force Analysis

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

		Table 4: Persons with Disabilities First/Previous Workforce Analysis			
Emala	www.t Fauity Occupational Crown (FFOC)	All Employees	Persons with Disabilities		
rmpio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01/02	Managers	22	0	5.0	
03	Professionals	12	1	8.9	
04	Semi-Professionals & Technicians	4	0	7.6	
05	Supervisors	24	0	27.5	
06	Supervisors: Crafts & Trades	0	0	10.1	
07	Administrative & Senior Clerical Personnel	12	0	10.0	
08	Skilled Sales & Service Personnel	43	1	8.0	
09	Skilled Crafts & Trades Workers	15	0	7.8	
10	Clerical Personnel	14	0	9.3	
11	Intermediate Sales & Service Personnel	115	1	10.8	
12	Semi-Skilled Manual Workers	1	0	10.3	
13	Other Sales & Service Personnel	144	4	10.7	
14	Other Manual Workers	0	0	0.0	
Total	_	406	7	10.9	

	Persons with Dis			
	t/Current Workford	· · · · · · · · · · · · · · · · · · ·		
All Employees	Representation	Persons with Disabilities Representation Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		

* Source	e:			
2012 Ca	nadian S	urvey on D	isability	

* Source:	

Part 2: Flow Data Analysis

Frontenac Hotel LP

2019-15-07

2019	07	15
YYYY	MM	DD
Start	Date of Flow	v Data

		-
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees
Hired

Data from Form 5 - Employees
Promoted

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		Ψ	•	•	Ψ.	
		Table 1: Women				
		Full-time / National		Part-time / National		
	ployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	
		#	#	#	#	
01	Senior Managers	0	0	0	0	
02	Middle & Other Managers	0	0	0	0	
03	Professionals	0	0	0	0	
04	Semi-Professionals & Technicians	0	0	0	0	
05	Supervisors	0	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	0	0	0	0	
08	Skilled Sales & Service Personnel	0	0	0	0	
09	Skilled Crafts & Trades Workers	0	0	0	0	
10	Clerical Personnel	0	0	0	0	
11	Intermediate Sales & Service Personnel	0	0	0	0	
12	Semi-Skilled Manual Workers	0	0	0	0	
13	Other Sales & Service Personnel	0	0	0	0	
14	Other Manual Workers	0	0	0	0	
Tot	al	0	0	0	0	

Table 5: Women				
Full-time / National		Part-time / National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
0	0	0	0	
0	0	o	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

•	*	•	Ψ
	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
o	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
o	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

Frontenac Hotel LP

2019-15-07

Start	Date of Flov	Data
YYYY	MM	DD
2019	07	15

Data from Form 4 - Employees Hired

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	Ter	minated	
Data 1	rom Fo	rm 6 - Emp	loyees
T	• 177	/ m	

		Table 2: Aboriginal Peoples			
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
To	al	0	0	0	0

Full-time / National		Part-time / National		
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

₩	Ψ	•	Ψ					
Tabl	e 10: Abo	riginal Ped	ples					
Full-time	/ National	Part-time / National						
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated					
#	#	#	#					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
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0	0	0	0					
0	0	0	0					
0	0	0	0					
n	n	n	0					

Part 2: Flow Data Analysis

Frontenac Hotel LP

2019-15-07

2019	07	15
YYYY	MM	DD
Start	Date of Flov	v Data

End I	Date of Flow	Data
YYYY	MM	DD
	_	_

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

		Table	3: Persons	s with Disa	bilities
		Full-time	/ National	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	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	o l	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0

Total

Full-time		with Disabilities Part-time / National					
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted #				
#	#	#					
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				

	Ψ	₩	Ψ					
Table 1	1: Person	s with Disa	abilities					
Full-time	/ National	Part-time / National						
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated					
#	#	#	#					
0	()	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					

Part 2: Flow Data Analysis

Frontenac Hotel LP

2019-15-07

Start	Date of Flov	Data
YYYY	MM	DD
2019	07	15

_		-
YYYY	MM	DD
End I	Date of Flow	Data

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

Data from Form 6 - Employees Terminated

		₩	•	Ψ.	*		
		Table 4:	Members o	of Visible M	Iinorities		
		Full-time	/ National	Part-time / National			
Employment Equity Occupational Group EEOG)		All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired		
		#	#	#	#		
01	Senior Managers	0	0	0	0		
02	Middle & Other Managers	0	0	0	0		
93	Professionals	0	0	0	0		
94	Semi-Professionals & Technicians	0	0	0	0		
)5	Supervisors	0	0	0	0		
96	Supervisors: Crafts & Trades	0	0	0	0		
97	Administrative & Senior Clerical Personnel	0	0	0	0		
98	Skilled Sales & Service Personnel	0	0	0	0		
)9	Skilled Crafts & Trades Workers	0	0	0	0		
10	Clerical Personnel	0	0	0	0		
11	Intermediate Sales & Service Personnel	0	0	0	0		
12	Semi-Skilled Manual Workers	0	0	0	0		
13	Other Sales & Service Personnel	0	0	0	0		

14 Other Manual Workers

Full-time	/ National	Part-time / National						
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted #					
#	#	#						
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					

Full-time	/ National	Part-time / National					
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated #				
#	#	#					
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
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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 i	or First/I	revious (Joals							
A	С	D	<u>E</u>	F	G	Н	I	J	K	L	<u>M</u>	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis*	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	<u> </u>	1	ψ	<u> </u>	<u> </u>	↓	1	1	<u> </u>	<u> </u>	<u></u>	↓	Į.	↓	Ψ	1	1	<u> </u>	↓,
	Table 1: Women First/Previous Short-term Goals																		
				40.65	aplovees				FIFSU	Previous Si	iori-term C	oais		11/	omen				
				All Ell	1 			l					73.00		онки				
	Number	Gres	oth (New Positi	ons)	Turnover (R	eplacement of Employees)	I erminated		Number Turnover (Replacement of Hires From - To										
Employment Equity Occupational	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	cted	Anticipated Hires Over 3	YYYY-MM-DD		f Employees)	Required		-1111	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2019-07-15	Annually	Annually	Years	Annually	Annually	Years		2019-07-15	Annually	Years		2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	Ħ	%	%
01 Senior Managers	1	-100.0%	0.0%	(0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	27.6%	0	0	0.0%	0.0%
02 Middle & Other Managers	21	-100.0%	0.0%	0	0.0%	4.0%	3	3	12	4.0%	1	-3	J	33.0%	39.4%	4	4	57.1%	57.1%
03 Professionals	12	-100.0%	0.0%	0	0.0%	9.0%	3	3	10	9.0%	3	1	1	33.0%	63.7%	2	0	83.3%	66.7%
04 Semi-Professionals & Tech	4	-100.0%	0.0%	(0.0%	20.0%	2	2	2	20.0%	1	1	0	0.0%	45.6%	0	-1	50.0%	25.0%
05 Supervisors	24		0.0%	(0.0%	15.0%	11	11	17	15.0%	8	3	1	10.0%	51.5%	5	-2	70.8%	41.7%
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	12	0.0% -100.0%	0.0%	(0.0%	0.0% 5.0%	0	U	0	0.0% 5.0%	1 9	0	0	0.0% 0.0%	0.0% 80.4%	1	0	#DIV/0! 75.0%	#DIV/0! 66.7%
08 Skilled Sales & Service	43	-100.0%	2.0%	9	0.0%	15.0%	10	22	10	15.0%	1 6	11		20.9%	44.8%	1 0	-2	44.2%	32.6%
09 Skilled Crafts & Trades	15	-100.0%	0.0%		0.0%	8.0%	4		1	8.0%	,	i 'n	1	25.0%	5.5%	0	1	6.7%	13.3%
10 Clerical Personnel	14	-100.0%	0.0%	Č	0.0%	0.0%	0	0	8	0.0%		ő	,	4.1%	58.6%	0	0	57.1%	57.1%
11 Intermediate Sales & Service	115		4.0%	14	0.0%	6.0%	21	35	38	6.0%	7	50	2	6.4%	62.6%	-34	-48	33.0%	25.6%
12 Semi-Skilled Manual	1	-100.0%	0.0%	(0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	12.5%	0	0	0.0%	0.0%
13 Other Sales & Service	144	-100.0%	0.0%	0	0.0%	7.0%	30	30	72	7.0%	15	14	0	0.0%	49.1%	1	-14	50.0%	39.6%
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!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 × 100.

0.0%

0.0%

406 -100.0%

0.0%

Total

2 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.

188

0.0%

0.0%

52.2%

-24

-24

46.3%

			Table 2: Women
Employment Equity Occupational	Won	nen	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	1 33.0	1 33.0	
03 Professionals	1 33.0	1 33.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	1 10.0	0 10.0	
06 Supervisors: Crafts & Trades	0,0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	5 20.9	4 20.9	
09 Skilled Crafts & Trades	1 25.0	0 25.0	
10 Clerical Personnel	0 4.1	0 4.1	
11 Intermediate Sales & Service	2 6.4	2 6.4	
12 Semi-Skilled Manual	0,0	0.0	
13 Other Sales & Service	0,0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

	E									Data f	or First/F	revious (Joals							
[A]	В	С	D	E	- *C	G	H	••••••••••••••••••••••••••••••••••••••	· •	K	L	M	i N	0	i p	0	R	S	T	U
	<u>D</u>		***	E.	F	<u> </u>	F3.		i	<u> </u>	1.					X		<u> </u>		U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F F	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	1 / 11	K ÷ C	(K - M + O) + (C + F)
		Ţ	Ţ	Ţ	Į.	J.	J.	¥	Ţ	Į.	Ţ	Ţ	Ţ	Ţ	Ţ	Ų.	Ţ	Ţ	Ţ	Ţ
											: 3: Abori									
										First/	Previous SI	iort-term G	oals							
					All En	ployees										nal Peoples				
		Number Growth (New Positions) Turnover (Replacement of Termina Employees)						Terminated		Number	Turnover (R	eplacement of	Hires	3 Yea						
Employment I	Equity Occupational	YYYY-MM-DD							Anticipated Hires Over 3			Employees)	Required		n · To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG	Group (EEOG)		Actual	Proj	ected	Actual	Proj		Years	VVVV-MM-DD		T	Over 3	1111	-1111	Availability	гтемні бар	Gap	Representation	Years
		2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-07-15	Annually	Over 3 Years	Years	2019	2022					
		#	%	9/6	#	9%	9/6	Ħ	Ħ	#	%	#	H	#	%	9/6	#	Ħ	9/6	%
01 Senior N	Managers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%
02 Middle 8	& Other Managers	21	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0		2.7%	-1	-1	0.0%	0.0%
03 Profession		12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.1%	0	0	0.0%	0.0%
1 1	rofessionals & Tech	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.4%	0	0	0.0%	0.0%
05 Supervis		24	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.0%	0	0	0.0%	0.0%
1 1 '	sors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
1 1	strative & Sr Clerical	12	~100.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.4%	0	0	0.0%	0.0%
	Sales & Service	43	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0		2.5%	0	0	2.3%	2.3%
	Crafts & Trades	15	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		2.9%	1	1	6.7%	6.7%
	l Personnel	14	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.6%	0	0	0.0%	0.0%
	diate Sales & Service	115	-100.0%		0	0.0%		0	0	1	0.0%	0	1	0		1.6%	-1	-1	0.9%	0.9%
1 1	killed Manual	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.6%	0	0	0.0%	0.0%
1 1	ales & Service	144	-100.0%		0	0.0%		0	0	1	0.0%	0	2	0		1.8%	-2	-2	0.7%	0.7%
ļh	Aanual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		406	-100.0%		0	0.0%	<u> </u>	()	1 0	<u> 4</u>	0.0%	1 0	<u> 4</u>	0	<u> </u>	1.9%	4	4	1.0%	1.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- 2 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.

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

Data for First/Previous Goals

A	C	I)	<u> </u>	<u> </u>	<u> </u>	H	<u> </u>		<u> </u>	<u> </u>	<u> </u>	l N	<u> 0</u>	<u> </u>	Q	<u>R</u>	<u> </u>	T	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	÷ 1	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)
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										Persons									
									First/	Previous SI	iort-term G	oals							
				All En	ployees					,					th Disabilities	\$			
	Number	Grev	vth (New Posit	ions)	Turnover (Re		Terminated		Number	Tuenovae (D	enlacement of			r Goals					
Employment Equity Occupational						Employees)		Anticipated			epiacement or l Employees)	Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD		,	Over 3	2227	- 1111	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	tears	2019-07-15	Annually	Over 3 Years	Years	2019	2022					icars
	#	%	9/6	Ħ	9%	%	#	Ħ	#	%	#	#	#	%	9/6	#	Ħ	%	9/6
01/02 Managers	22	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0		5.0%	-1	-1	0.0%	0.0%
03 Professionals	12	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0		8.9%	0	0	8.3%	8.3%
04 Semi-Professionals & Tech	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		7.6%	0	0	0.0%	0.0%
05 Supervisors	24	-100.0%		0	0.0%		0	0	0	0.0%	0	7	0		27.5%	-7	-7	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		10.1%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	12	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	1	10.0%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	43	~100.0%		0	0.0%		0	0	1	0.0%	0	2	0	1	8.0%	-2	-2	2.3%	2.3%
09 Skilled Crafts & Trades	15	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0		7.8%	-1	-1	0.0%	0.0%
10 Clerical Personnel	14	-100.0%		0	0.0%		0	0	0	0.0%	0	1 .!	0		9.3%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	115	-100.0%		0	0.0%		0	0	1	0.0%	0	11	0		10.8%	-11	~11	1	0.9%
12 Semi-Skilled Manual		-100.0%		0	0.0%		0	0	0	0.0%	0	1	0		10.3%	0		0.0%	0.0%
13 Other Sales & Service	144	-100.0%		0	0.0%		0	1 0	4	0.0%	0	11	0		10.7%	-11	-11	2.8%	2.8%
14 Other Manual Workers Total	406	0.0% -100.0%		0	0.0%		0	0	- 0	0.0%	0	37	0		0.0% 10.9%	-37	-37	#DIV/0!	#DIV/0! 1.7%
1 (2)(3)	400	~100,0%			U.U?0			U	/	0.0%		37	1 0	1	10.9%	-3/	-3/	1.770	1.776

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

workforce Analysis) = 2) x 10	v.			
				Table 6: Persons with Disabilities
1	Persons	s with Disabilitie	s	
Employment Equity Occupational Group (EEOG)	Short-term Go:	als Long-te	erm Goals	Comments
Group (EEOG)	0	%	%	
01/02 Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	
14 Other Manual Workers		0.0	0.0	
Total		0.0	0.0	

										Data f	or First/I	revious (Goals							
A	В	С	D	E	i F	G	Н	I	J	K	L	i M	l N	0	P	0	R	S	T	U
Data sour		From Workforce Analysis	From	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		Сх Нх 3	F + 1	From Workforce Analysis	Equivalent to H		(F x Q) - R + M		Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
	ı	1	1	<u> </u>	<u> </u>	1	1	<u> </u>	↓	↓	<u> </u>	1	1	1	1	<u> </u>	1	1	1	1
										Table 7: M				\$						
					AH E.	plovees				First/	Previous SI	iort-term G	oals			isible Minori	•1			
					All fai	•							1	3 Yea		isibic simori	lies			
		Number	Grev	oth (New Posit	tions)	Turnover (R	eplacement of Employees)	l I erminated		Number		eplacement of	Hires		1 - To					
	roup (EEOG)	YYYY-MM-DD	Actual	Proi	ected	Actual	Proj	ected	Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required		- 1777	Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Group (r.		2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-07-15	Annually	Over 3 Years	Over 3 Years	2019	2022	Avanaouny		Gap	Representation	Years
		4	%	%	#	9/0	%	- 4	Ħ	ti	%	#	#	#	0/4	9/6	#	H	9/6	%
01 Sen	nior Managers	1	-100.0%		0	0.0%		0	0	()	0.0%	0	0	0		11.5%	0	0	0.0%	0.0%
02 Mic	iddle & Other Managers	21	-100.0%		0	0.0%		0	0	0	0.0%	0	4	0		17.6%	-4	-4	0.0%	0.0%
03 Pro	ofessionals	12	-100.0%		0	0.0%		0	0	0	0.0%	0	3	0		22.6%	-3	-3	0.0%	0.0%
04 Sen	mi-Professionals & Tech	4	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		8.6%	1	1	25.0%	25.0%
1 1 1	pervisors	24	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0		3.2%	-1	-1	0.0%	0.0%
	pervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
1 1	lministrative & Sr Clerical	12	~100.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.3%	0	0	0.0%	0.0%
1 1	illed Sales & Service	43	-100.0%		0	0.0%		0	0	3	0.0%	0	6	0		20.9%	-6	-6	7.0%	7.0%
	illed Crafts & Trades	15	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0		4.8%	-1	-1	0.0%	0.0%
	erical Personnel	14	~100.0%		0	0.0%		0	0	0	0.0%	0	1	0		4.1%	-1	-1	0.0%	0.0%
	termediate Sales & Service	115	-100.0%		0	0.0%		0	0	6	0.0%	0	1	0		6.4%	-1	-1	5.2%	5.2%
1 1	mi-Skilled Manual	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.9%	0	0	0.0%	0.0%
	her Sales & Service	144	-100.0%		0	0.0%		0	0	19	0.0%	0	-8	0		7.7%	8	8	13.2%	13.2%
}	her Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		406	-100.0%		0	0.0%	l	1 0	0	29	0.0%	1 0	8	0		9.1%	-8	-8	7.1%	7.1%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)13 1) x 100.
- 2 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.

	[Table 8: Members of Visible Minorities
	oyment Equity Occupational	Members of Vis	ble Minorities	
	p (EEOG)	Short-term Goals	Long-term Goals	Comments
		9/0	9/0	
01	Senior Managers	0.0	0.0	
02	Middle & Other Managers	0.0	0.0	
1	Professionals	0.0	0.0	
04	Semi-Professionals & Tech	0.0	0.0	
	Supervisors	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0,0	
07	Administrative & Sr Clerical	0.0	0.0	
08	Skilled Sales & Service	0.0	0.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	0.0	0.0	
1.1	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	0,0	0.0	
	Other Sales & Service	0.0	0.0	
14	Other Manual Workers	0.0		
Total		0.0	0.0	

										Data for	Subseque	nt/Curre	nt Goals							
A	В	С	D	E	F	G	н	<u> </u>	J	K	L	M	N	0	Î P	Q	<u>R</u>	S	T	L L
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) → (C + F)
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											Table 9:									
										Subsequ	ent/Current	t Short-tern	n Goals							
					All En	nployees										omen				
		Number	Gres	oth (New Posit	ions)	Turnover (R				Number	Turnover (P	eplacement of			ır Goals					
Employment I	Equity Occupational						Employees)		Anticipated			i Employees)	Hires Required		m - To	Present		Projected	Present	Projected
Group (EEOC		YYYY-MM-DD	Actual	Proj	ected i	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD		1	Over 3	1111	-1111	Availability	Present Gap	Gap	Representation	Representation in 3
			Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		-	Annually	Over 3 Years	Years	0	3					
		ii	9/6	%	H H	9%	%	1 (415		ti	%	u tears	и		%	9/0			9/9	9/0
01 Senior N	Managers	0	-100.0%	/0		0.0%	/6	7	0	" (0.0%	. 0) /0	0.0%	. "	1 0	#DIV/0!	#DIV/0!
	& Other Managers	0	-100.0%		Č	0.0%			0	0	0.0%] 0	0)	0.0%	0	١	#DIV/0!	#DIV/0!
03 Professi	~ 1	0	-100.0%		Č	0.0%			0		0.0%	l ő	l ő)	0.0%	0	0	#DIV/0!	#DIV/0!
	rofessionals & Tech	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervis	isors	0	-100.0%		(0.0%		0	0	0	0.0%	. 0	0	()	0.0%	. 0	0	#DIV/0!	#DIV/0!
06 Supervis	isors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	. 0	0	#DIV/0!	#DIV/0!
07 Adminis	istrative & Sr Clerical	0	-100.0%		(0.0%			0	0	0.0%	0	0	()	0.0%	. 0	0	#DIV/0!	#DIV/0!
08 Skilled S	Sales & Service	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled 0	Crafts & Trades	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical	l Personnel	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermed	ediate Sales & Service	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Sk	killed Manual	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	šales & Service	0	-100.0%		(0.0%			0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other M	Manual Workers	0	0,0%		(0.0%		(0	(0.0%	0	0	()	0.0%	0	()	#DIV/0!	#DIV/0!
Total		0	-100.0%		(0.0%		(0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- 2 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.

				Table 10: Women
Found	yment Equity Occupational	Wom	en	
	(EEOG)	Short-term Goals	Long-term Goals	Comments
		9/0	9/0	
	Senior Managers	0.0	0.0	
02	Middle & Other Managers	0.0	0.0	
03	Professionals	0.0	0.0	
04	Semi-Professionals & Tech	0.0	0.0	
05	Supervisors	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0.0	
07	Administrative & Sr Clerical	0.0	0.0	
08	Skilled Sales & Service	0.0	0.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	0.0	0.0	
11	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	0.0	0.0	
13	Other Sales & Service	0.0	0.0	
14	Other Manual Workers	0.0	0.0	
Total		0.0	0.0	

										Data for	Subseque	nt/Curre	nt Goals							
	В	С	D	E	F	G	Н	<u>I</u>	J	K	<u>L</u>	<u>M</u>	l N	O	P	Q	l R	S	T	L.
Data so	urces:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) + (C + F)
***************************************		Ţ	Ţ	Į.	Ţ	Ţ	J.	Į.	J	Ţ	Ţ	Ţ	Ţ	Ţ	J	J	Ţ	Ţ	Ţ	Ų.
												riginal Pe								
					40.6					Subsequ	ent/Curren	t Short-teri	n Goals							
					All En	ployees							1	1	Aborigi r Goals	nal Peoples	1	1		ı
		Number	Grev	vth (New Posit	tions)	Turnover (R	eplacement of Employees)	Terminated		Number		eplacement of	Hires		r Goais n - To					
	Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	f Employees)	Required		- >>>	Present	Present Gap	Projected	Present	Projected Representation in 3
Group		_	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	_	Annually	Over 3	Over 3 Years		3	Availability		Gap	Representation	Years
				Ĺ	Years			Years				Vears		0						
- 1		#	%	%	#	9/6	%	#	#	#	9/6	#	#	#	%	9/0	#	Ħ	9/6	9/6
1 E	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	!		0.0%	0	0	#DIV/0!	#DIV/0!
1 1	Middle & Other Managers	0	-100.0%		0	0.0%		0	0		0.0%	1 "		,		0.0%	0	9	#DIV/0!	#DIV/0!
1 1	Professionals Semi-Professionals & Tech	0	-100,0% -100,0%		1 0	0.0%		0	0	0	0.0%	1 "	1 "	,		0.0%	0	, ,	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
1 1	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0				0.0%	0	0	#DIV/0!	#DIV/0!
1 1	Supervisors: Crafts & Trades	0	0.0%		l 0	0.0%		1 6	0	0	0.0%] "		1		0.0%		\ \ \ \ \ \ \	#DIV/0!	#DIV/0!
1 1	Administrative & Sr Clerical	0	-100.0%		ĺ	0.0%		1 0		0	0.0%	0				0.0%	0	o č	#DIV/0!	#DIV/0!
1	Skilled Sales & Service	0	-100.0%		ľ	0.0%		0	0	, o	0.0%	Ì	ol o			0.0%	0	o o	#DIV/0!	#DIV/0!
1 1	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
10 C	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	. 0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
111 [1	ntermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	. 0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
12 S	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	. 0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
13 (Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
14 (Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		()	0.0%		()	0	()	0.0%	. 0	0	(0.0%	. 0	0	#DIV/0!	#DIV/0!

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

				Table 12: Aboriginal Peoples
Employment Equity Occupational		nal Peoples		
Group (EEOG)	Snort-term Goals	Long-te	rm Goals	Comments
	9/0		9/0	
01 Senior Managers	(0.0	0.0	
02 Middle & Other Managers	(0.0	0.0	
03 Professionals	(0.0	0.0	
04 Semi-Professionals & Tech	(0.0	0.0	
05 Supervisors	(0.0	0.0	
06 Supervisors: Crafts & Trades	(0.0	0.0	
07 Administrative & Sr Clerical	(0.0	0.0	
08 Skilled Sales & Service	(0.0	0.0	
09 Skilled Crafts & Trades	(0.0	0.0	
10 Clerical Personnel	(0.0	0.0	
11 Intermediate Sales & Service	(0.0	0.0	
12 Semi-Skilled Manual	(0.0	0,0	
13 Other Sales & Service	(0.0	0.0	
14 Other Manual Workers	().0	0.0	
Total		0.0	0.0	

Data for Subsequent/Current Goals

ce Wo	orkforce [Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	Ţ	Į.	Į.	J	Ţ	Ţ	Ţ	J	i l	Ţ	Ţ	Į.	i. l	J	Ţ	Ţ	Ţ	
								Subsequ	ent/Current	Short-tern	n Goals							
			All Em	ployees										th Disabilities				
	Growt	h (New Positi	ons)			Terminated		Number	Turnover (Re	enlacement of								
							Anticipated				Required			Present		Projected	Present	Projected
-DD A	Actual	Proje		Actual	Proje		•	AAAA-WW-DD			Over 3	1111	- 1111	Availability	Present Gap	Gap	Representation	Representation in 3 Years
Ar	nnually	Annually		Annually	Annually				Annually		Years	0	3					
	%	%	Ħ	%	9/6	#	Ħ	Ħ	9/6	#	Ħ	#	%	9/6	#	H	%	%
0 -	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
	100		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
	100		0			0	0	0		0	0	0			0	0	1	#DIV/0!
- 0	100		0			0	0	0		0	0	0			0	0		#DIV/0!
0			0			0	0	0		0	0	0			0	0	1	#DIV/0!
1	100		0			0	0	0		0	0	0		‡	0	0	1	#DIV/0!
			0	1		0	0	0		0	0	0		‡	0	0	1	#DIV/0!
			0			0	0	0		0	0	0			0	0	1	#DIV/0!
			0			0	0	0		0	0	0			0	0	1 1	#DIV/0! #DIV/0!
	100		0			0	0	0		0	0	"			0	0	1	#DIV/0!
			0			0	0	0		0	0	0			0	0	1	#DIV/0!
٠ ا °			0			0	0	0		0	0	"		1	l "	l "		#DIV/0!
0 ~			0	0.0%		0	0	0		0	0	0		0.0%	0	0	#DIV/0!	#DIV/0:
j	r r	r Grewt	r Growth (New Position Annually Annually Annually Annually Annually Annually O 100.0% O 0 0.0%	C x E x 3	From Workforce Data Entry C x E x 3 Analysis & Workforce Analysis	From Workforce Analysis Data Entry C x E x 3 Analysis & Workforce Analysis Analysis Data Entry C x E x 3 Analysis & Workforce Analysis Data Entry C x E x 3 Analysis & Workforce Analysis Data Entry Data E	From Workforce Data Entry C x E x 3 Analysis & Workforce Analysis	From Workforce Analysis Data Entry C x E x 3 Analysis Workforce Analysis Analysis Data Entry C x H x 3 F + 1	From Workforce Analysis Prom Workforce Analysis	From Workforce Analysis Data Entry C x E x 3 Analysis & Workforce Analysis Data Entry C x H x 3 F + 1 From Workforce Analysis Equivalent to H	From Workforce Analysis Prom Workforce Analysis Prom Workforce Analysis Prom Workforce Analysis Prom Workforce Prom Workf	From Workforce Analysis Properties Analysis Properties Analysis Properties Prope	From Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 F + 1 From Workforce Analysis & Data Entry C x H x 3 F + 1 From Workforce Analysis & Data Entry C x H x 3 F + 1 From Workforce Analysis & Data Entry C x H x 3 F + 1 From Workforce Analysis & Data Entry Data Data	From Workforce Data Entry C x E x 3 Analysis Analysis	From Workforce Analysis Ana	From Workforce Analysis Workforce Analysis Analysis	From Workforce Analysis Workforce Workfo	From Workforce Analysis A

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- [‡] Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + (2) x 100.

WORKOICE Analysis) . 2) A 10	717.										
				Table 14: Persons with Disabilities							
	Po	ersons with Disabilities									
Employment Equity Occupational Group (EEOG)	Short-teri	m Goals Long-ter	m Goals	Comments							
		9/0	%								
01/02 Managers		0.0	0.0								
03 Professionals		0.0	0.0								
04 Semi-Professionals & Tech		0.0	0.0								
05 Supervisors		0.0	0.0								
06 Supervisors: Crafts & Trades		0.0	0.0								
07 Administrative & Sr Clerical		0.0	0.0								
08 Skilled Sales & Service		0.0	0.0								
09 Skilled Crafts & Trades		0.0	0.0								
10 Clerical Personnel		0.0	0.0								
11 Intermediate Sales & Service		0.0	0.0								
12 Semi-Skilled Manual		0.0	0.0								
13 Other Sales & Service		0.0	0.0								
14 Other Manual Workers		0.0	0.0								
Total		0.0	0,0								

									Data for Subsequent/Current Goals													
A B	С	D	<u> </u>	<u>I</u>	G	Н	<u>I</u>	J	K	<u>L</u>	<u>M</u>	l N	<u> </u>	Î P	<u>Q</u>	l R	S	T	L.			
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	CxHx3	F + 1	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	J.	J	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	J	Ţ	Ţ	Ţ	J.			
									<u> Fable 15: N</u>				'S									
									Subsequent/Current Short-term Goals													
				All Er	nployees							·	Members of Visible Minorities									
	Number	Number Growth (New Positions)		tions)	Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement of		Hires	3 Year Goals From - To									
Employment Equity Occupational	YYYY-MM-DD	Actual	Descri	iected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	f Employees)	Required		- YYYY - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3			
Group (EEOG)	1111-1111	Actual	1111	Over 3	Actual	119	Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years			
	-	Annually	Annually	Vears	Annually	Annually	Years		-	Annually	Years	lears	0	3								
	#	%	%	Ħ	9%	%	#	Ħ	#	%	#	#	#	%	%	#	#	%	9%			
01 Senior Managers	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	- 0		0.0%	0	0	#DIV/0!	#DIV/0!			
02 Middle & Other Managers	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
03 Professionals	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
04 Semi-Professionals & Tech	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
05 Supervisors	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
07 Administrative & Sr Clerical	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
08 Skilled Sales & Service	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
10 Clerical Personnel	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
11 Intermediate Sales & Service	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
12 Semi-Skilled Manual	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
13 Other Sales & Service	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
14 Other Manual Workers	0	0,0%		(0.0%		0	0	(0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			
Total	0	-100.0%		(0.0%		0	0	(0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!			

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)13 - 1) x 100.

2 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.

• , ,			Table 16: Members of Visible Minorities									
Employment Equity Occupation	, Members of Vis	ible Minorities										
Group (EEOG)	Short-term Goals	Long-term Goals	Comments									
	9/0	6/0										
01 Senior Managers	0.0	0.0										
02 Middle & Other Managers	0.0	0.0										
03 Professionals	0.0	0.0										
04 Semi-Professionals & Tech	0.0	0.0										
05 Supervisors	0.0	0.0										
06 Supervisors: Crafts & Trade	s 0.0	0.0										
07 Administrative & Sr Clerica	1 0.0	0.0										
08 Skilled Sales & Service	0.0	0.0										
09 Skilled Crafts & Trades	0.0	0.0										
10 Clerical Personnel	0.0	0.0										
11 Intermediate Sales & Service	e 0.0	0.0										
12 Semi-Skilled Manual	0.0	0.0										
13 Other Sales & Service	0.0	0.0										
14 Other Manual Workers	0.0	0.0										
Total	0.0	0.0										

Federal Contractors Program Achievement Report Part 4: Results - Women Frontenac Hotel LP 2019-15-07 В C D E F G Н M O Q R T U W A K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G = 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 + 100 Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Women Women Women All Employee All Employee (EEOG) Availability Representation EE Result Actual Expected Difference Actual Expected Difference Expected Difference Cap Actual % 94 2019 0.0 27.6 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 2019 21 12 57.1 39.4 145.0 Middle & Other Managers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2019 10 83.3 63.7 130.8 03 Professionals 0 0.0 0.0 0.0 0.0 0.0 0.0 50.0 Semi-Professionals & 2019 45.6 109.6 Technicians 0.0 0 0.0 0.0 0.0 0.0 0.0 2019 24 17 70.8 51.5 12 137.5 05 Supervisors 0 0,0 0.0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 2019 0.0 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 | Part 3: Goals F = M x 100 Data sources: Data Analysis Goals 100 Goals Goals Analysis Goals **New Entrants** Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Occupational Group Comments All Employees Percent of Percent of (EEOG) Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 33.0 0.0 0.0 33.0 0.0 Middle & Other 0.0 Managers 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 33.0 0.0 0.0 33.0 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 10.0 0.0 0.0 10.0 0.0 Supervisors 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report Part 4: Results - Women Frontenac Hotel LP 2019-15-07 В C D E F G Н M O Q R U W L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workforce E - H Flow Data K x G = 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ x 100 Data Analysis x 100 Data Analysis Data Analysi 100 x.100 +100Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Women Women Women All Employee All Employee (EEOG) Availability Representation EE Result Actual Difference Expected Difference Difference Cap Expected Actual Actual Expected 94 9/6 Administrative & 2019 75.0 80.4 93.3 Senior Clerical 0 0.0 0.0 0.0 0.0 43 19 44.2 44.8 19 Skilled Sales & Service 2019 98.6 Personnel 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2019 6.7 5.5 121.2 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 57.1 97.5 2019 14 58.6 10 Clerical Personnel 0.0 0 0.0 0.0 0.0 0.0 0.0 2019 115 38 33.0 -34 52.8 Intermediate Sales & 62.6 Service Personnel 0,0 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2019 12.5 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 | Part 3: Goals F = M x 100 Data sources: Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Occupational Group Women Women Comments All Employees Percent of (EEOG) Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 Administrative & 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0 0.0 20.9 0.0 20.9 0.0 Skilled Sales & Service 0 0.0 0.0 Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0.0 0.0 25.0 0.0 0.0 25.0 0.0 Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0.0 4.1 4.1 0.0 0 0.0 0.0 0.0 10 Clerical Personnel 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 6.4 0.0 0.0 6.4 0.0 Intermediate Sales & Service Personnel 3 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

								Fede	ral Contr	actors	Progra	m Achie	vement	Report											
												- Wome													
										Front	enac H	otel LP													
										2	019-15-	-07										•••••			
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A B C D E F G H I J K L M N													0	<u>P</u>	Q	R	S	T	<u> </u>		W	<u>X</u>	Y		
Data sources:	ab-xxxxxxx	Part I: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part I: Workforce Analysis	DxG +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÷Ux 100	UxF+100	V - X		
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Employment Equity Occupational Group EEOG)	Year			W	orkforce						Hires				P	romotio				Tei	minatio				
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Other Sales & Service	2019	144	72	50.0	49.1	71	1	101.8												140					
Personnel	0	0	0	0.0	0.0	·	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	(
14 Other Manual Workers	2019 0	0	0]	0.0	0.0	0	0	0.0		0	0.0	0	f	1 0	0	0.0	0		0	0	0.0	0	ļ		
Total	2019	406	188	46.3	52.2	212	-24	88.7																	
1 Otal	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0			
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E÷Gx	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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Occupational Group (EEOG)		All Employees	Women All Employees		Women Percent of Percen		Percent of	of Percent of			Percent of		Comments												
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Personnel	3	o o	0	0.0	3		0.0	0.0	Ü	J. V	0.0														
14 Other Manual Workers	0	0	0	0.0	0	0,0	0.0	0.0	0	0,0	0.0														
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0.0

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Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Frontenac Hotel LP 2019-15-07 В C D E F G Н M O Q R T U W A K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 + 100 Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All Employee All Employee (EEOG) Availability Representation EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference Cap 9/4 9/4 % 2019 0.0 3.2 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0.0 2019 21 0.0 2.7 Middle & Other 0.0 Managers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2019 0.0 2.1 0,0 03 Professionals 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 2019 2.4 Technicians 0.0 0.0 0 0.0 0.0 0.0 0.0 2019 24 0.0 2.0 0.0 05 Supervisors 0 0,0 0.0 0,0 0.0 0.0 0.0 0.0 2019 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 Part 3: Goals ° + M x 100 Data sources: Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All Employees Percent of (EEOG) Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0.0 Managers 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Supervisors 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Frontenac Hotel LP 2019-15-07 В C D E F G Н M O Q R T U W K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ Data Analysis x 100 Data Analysis Data Analysi 100 x.100 +100x.100Analysis Analysis Analysis Analysis Analysis Analysis T T 1 1 T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All Employee All Employee (EEOG) Representation Availability EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference Cap % 94 % Administrative & 2019 0.0 1.4 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 43 2.3 2.5 Skilled Sales & Service 2019 93.0 Personnel 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2019 6.7 2.9 229,9 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2019 14 1.6 0.0 10 Clerical Personnel 0.0 0 0.0 0.0 0.0 0.0 0.0 2019 115 0.9 54.3 Intermediate Sales & 1.6 Service Personnel 0,0 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2019 1.6 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 Part 3: Goals ° + M x 100 Data sources: Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All Employees Percent of (EEOG) Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 Administrative & 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 0 0.0 0.0 Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 3 0.0 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 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

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Data sources:		Part I: Workforce Analysis	Part 1: Workforce Analysis	x 100	Part I: 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±Ux 100	UxF+100	V-X
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			V	Vorkfe	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year				Vorkforce				,	Hires				P	romotio				Tei	rminatio			
Occupational Group (EEOG)		All Employees			Aborigin				All Employees			inal Peoples		All Employees			nal Peoples		All Employees			nal Peoples	
(6200)	#		Represent	tation %	Avail.	ibility #	Gap	EE Result	¥	Ac	nual %	Expected #	Difference #	#	Act	uai %	Expected	Difference #		Acti	%	Expected #	Difference #
Other Sales & Service	2019	144	1	0.7	1.8		-2	38.6															
Personnel	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0) 0	0	0.0	0	0	0	0	0.0	0	1
14 Other Manual Workers	2019 0	0	0	0.0	0.0	0	0	0.0		0	0.0				0	0.0				0	0.0	Δ.	
	2019	406	4	1.0	1.9	8	-4	51.9	0	U	0.0	U		1 0	V	0.0	U	U	' '	U	0.0	U	1
Total	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F - M x 100											
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Occupational Group		All Employees	Aboriginal	•		Aborigina	d Peoples	Percent of		Aborigina	Peoples	Percent of					C	Commen	ts				
(EEOG)		, ,,,,	Actus	ıi	Goal	Percent of Goal Met	Goal	Goal Met	Goal	Percent of Goal Met	Goal	Goal Met											
Tara an ana	#	#	#	9/0	#	9/6	9/6	e/ ₀	#	%	%	%											
Other Sales & Service Personnel	3	0 n	0	0.0	0	0.0	0.0	0.0 0.0	0	0.0	0.0	0.0											
	0	0	0	0.0	0	0,0	0.0	0.0	0	0,0	0.0	0.0											
14 Other Manual Workers	Other Manual Workers 3			0.0			0.0	0.0			0.0	0.0											

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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Frontenac Hotel LP 2019-15-07 A В C D E F G Н M N O Q R T U W K L S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ $L \circ K$ Data sources: Workforce Workforce Workforce E - H Flow Data K x G = 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 + 100 Analysis Analysis Analysis Analysis Analysis Analysis T T 1 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employee All Employee (EEOG) Availability Representation Gap EE Result Actual Expected Difference Actual Difference Actual Difference Expected Expected 0.4 9/4 %, 01& Managers 2019 0.0 5.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 12 8.3 8.9 93.6 2019 03 Professionals 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2019 0.0 7.6 0,0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0.0 24 0.0 27.5 0.0 2019 05 Supervisors 0 0.0 0.0 0.0 0.0 0.0 0.0 2019 0.0 10.1 0.0 Supervisors: Crafts & Trades 0,0 0.0 0,0 0.0 0.0 0.0 $E \oplus G \ x$ Part 2: Flow $E \oplus D \times$ $E \oplus K.x$ Part 3: Purt 3: Part 3: F + Ex 100 Part 3: Goals F ≈ M x 100 Flow Data Data sources: Data Analysis 100 Goals Goals 100 Goals Analysis 1 T T **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Goal Goal Met Goal Met Goal Met # % % % % % % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Managers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 Semi-Professionals & 0.0 0.0 0.0 Technicians 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 05 Supervisors 3 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Frontenac Hotel LP 2019-15-07 В C D F G Н M O Q R T U W A E L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ Data Analysis x 100 Data Analysis Data Analysi 100 x.100 +100x.100Analysis Analysis Analysis Analysis Analysis Analysis T T 1 1 T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employee All Employee (EEOG) Representation Availability EE Result Actual Difference Difference Actual Difference Cap Expected Actual Expected Expected 94 0,0 % Administrative & 2019 0.0 10.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0.0 43 2.3 Skilled Sales & Service 2019 8.0 29.1 Personnel 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0 2019 0.0 7.8 0,0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2019 14 9.3 0.0 10 Clerical Personnel 0.0 0 0.0 0.0 0.0 0.0 0.0 2019 115 0.9 -11 8.1 Intermediate Sales & 10.8 Service Personnel 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2019 10.3 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 Part 3: Goals ° + M x 100 Data sources: Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilitie All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Cost Met Goal Met Goal Met Goal Met % % η, % % % 9/6 Administrative & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 0 0.0 0.0 0.0 0.0 0.0 0.0 Personnel 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 Trades Workers 3 0 0.0 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 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0,0 0 0.0 0.0 Semi-Skilled Manual 0.0 Workers 0.0 0.0 0.0 0.0 0.0

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Data sources:		Part I: Workforce Analysis		E + D c 100	Part I: Workforce Analysis	DxG +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	UxF~100	V - X
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(EEOG)		All Employees	Representat		rersons with Availa		Gap	EE Result	All Employees	Aci	rersons w	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference
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Other Sales & Service	2019	144	4	2.8	10.7		-11	26.0												0.00			
Personnel	0 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	()	0	0	0.0	υ	€	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	C	0	0	0.0	0	0
Total	2019	406	7	1.7	10.9		-37	15.8															
	0	0	0	0.0	0.0	0	()	0.0	0	0	0.0	0	()	<u> </u>	0	0.0	0		0	0	0.0	0	0
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Employment Equity	Year	FI	ow Data Persons wi		•	Short-ter	m Goals			Long-teri	m Goals												
Occupational Group (EEOG)	rear	All Employees	Disabilitie		-	Persons with	Disabilities			Persons with						C	Commen	ts					
(EECO)			Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
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13 Other Sales & Service Personnel	3	0	0	0.0	0	0.0	0.0 0.0	0.0	U	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											
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Data sources:		Part I: Workforce Analysis	Part 1: E + D Workforce x 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	Purt 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	Ux F + 100	v-x
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Employment Equity Occupational Group	Vear			Workford					ı	Hires				Pi	omotio				Te	rminatio		
(EEOG)		All Employees	Representation		Minorities liability	Gap	EE Result	All Employees	Ac	Visible	Minorities Expected	Difference	All Employee	Act		Minorities Expected	Difference	All Employee	Act		Minorities Expected	Differen
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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Frontenac Hotel LP 2019-15-07 В C D E F G Н M O Q R T U W L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F ~ 100 Î $V \cdot X$ x 100 Data Analysis x 100 Data Analysis Data Analysi 100 x.100 +100Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employee (EEOG) Representation Availability EE Result Actual Difference Difference Actual Difference Cap Expected Actual Expected Expected 9/4 94 Administrative & 2019 0.0 3.3 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 43 7.0 20.9 33.4 Skilled Sales & Service 2019 Personnel 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2019 0.0 4.8 0,0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2019 14 4.1 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 2019 115 5.2 81.5 Intermediate Sales & 6.4 Service Personnel 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2019 3.9 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 | Part 3: Goals F + M x 100 Data sources: Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees Percent of Percent of Percent of (EEOG) Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 Administrative & 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 0 0.0 0.0 Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 3 0.0 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 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Frontenac Hotel LP 2019-15-07

Efforts

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

Requi	ired	meas	ures:

Ø	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
Ø	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.
V	Adjusted survey results to reflect hires, promotions and terminations.
	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
7	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).
Ø	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
V	Ensured that any new gaps identified are addressed accordingly.
Ø	Maintained appropriate records in all required areas.

Other measures:

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

Ø	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
1.	Other (please describe):
Oper	rational Context
Please	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance
t3	mput of economic and made and contained 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.
Addit	ional Details
Please p	provide any additional information (optional):

Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the *Employment Equity Act* to enable our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractors Program

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

A.	Name:		
	Section/Branch:		
	Position:		
	Employee number:		
	Employment status:	Full-time employee	
		Part-time employee	
		Temporary employee	

В.	Gender	
	Female □	Male □
	following app	escriptions in each of the next three sections, answer "Yes" if any oly to you. Please note that you may self-identify in more than
C.	Aboriginal l	Peoples
	ding to the <i>Em</i> ican Indian, In	uit or Métis.
	Are you an	Aboriginal person?
	Yes □	No 🗆
D.	Members of	Visible Minorities
Canad	la (other than A	Aboriginal peoples) who are non-white in colour or non-Caucasian in heir place of birth or citizenship.
		minorities include, but are not limited to:
•	Black Non-white La America)	atin American (including Indigenous people from Central and South
•	East Asian (e	e.g., Chinese, Japanese or Korean)
•		or East Indian (e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan n from Guyana, Trinidad or East Africa)
•	Southeast As	ian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai or Vietnamese)
•	Non-white W Egyptian or I	Vest Asian, North African or Arab (e.g., Afghan, Iranian, Lebanese, Libyan)
•	People of mix	red origin (e.g., with one parent a member of a visible minority group)
	Are you a m	nember of a visible minority?
	Yes □	No 🗆

E. Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

Examples of disabilities include, but are not limited to:

- Coordination or dexterity impairment
 (e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- Mobility impairment

 (a.g. difficulty maying from an affice to enother

(e.g., difficulty moving from one office to another, walking long distances or using stairs)

Blindness or visual impairment

(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)

• Speech impairment

(e.g., unable to speak or difficulty speaking and being understood)

Deafness or hearing impairment

(e.g., unable to hear or difficulty hearing)

Other disabilities

(e.g., learning, developmental and other types of disabilities)

	<i>U</i> ,	.1.		J 1	
Are you a	person	with	a disability?		
Yes □	No				

F. Additional Data for Accommodation Purposes

Please specify how we can accommodate you to help you participate fully in the workplace. Note that if we implement these accommodation measures, they will not have a negative impact on your hiring, training, promotion and retention in our organization.	>
	_

G. Voluntary Employee Participation

1)	Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.
	Yes □No □
2)	As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check "Yes" below.
	Yes □No □
H. Empl	oyee Comments
to hear from y	ny comments/feedback on our employment equity program, we would like you. Rest assured, all comments will be kept confidential. Please contact the equity contact by phone at 418-266-3966.
I. Empl	oyee Signature
Signature:	Date:
	Thank you for your participation!
Please return	this form in the envelope provided to:

002173

From: Godin, Isabelle (LCF) <Isabelle.Godin@Fairmont.com>

Sent: July 26, 2019 10:36 AM

To: EE-EME

Cc: Martin, Jessica (LCF); Brown, Celine E [NC]

Subject:Federal Contractors Program – Fairmont Le Château FrontenacAttachments:FP-Tmp-WEDFCPAchievementReportFR-20180131-FINAL.xlsx;

QuestionnaireAutoIdentification.docx; Rapport détaillé.pdf; Rapport

sommaire.pdf

Follow Up Flag: Follow up Flag Status: Flagged

Categories: 1st assessment - Under Review

Hello:

Please find attached the employment equity information for Fairmont Le Château Frontenac.

- 1. The self-identification questionnaire used to carry out the workforce survey.
- 2. The results of the workforce survey, including:
 - o the number of employees surveyed: 707
 - the total number of self-identification questionnaires returned (fully and partially completed, and uncompleted): 707
 - the number of self-identification questionnaires returned and duly completed:
 422
- 3. The workforce analysis results (summary report and detailed report).
- A duly completed accomplishments report in Excel format that includes short and long-term numerical goals based on representation gaps identified in the workforce analysis.

In addition, the following efforts were made to achieve 80% of completed surveys by our colleagues:

- Mailing to all colleagues;
- Distribution of forms at the general assembly (around 250 colleagues attended);
- Solicitation in the departments;
- Solicitation during our annual colleagues' BBQ (around 200 colleagues);
- Solicitation to colleagues coming to our offices;
- Email to department heads asking them to discuss it with their colleagues.

Thank you very much and please do not hesitate if you have any questions.

ISABELLE GODIN

CONSEILLÈRE SANTÉ & SÉCURITÉ ET BÉNÉFICES, TALENT ET CULTURE / HEALTH & SAFETY ADVISOR, TALENT AND CULTURE

Fairmont Le Château Frontenac

1 rue des Carrières Québec, Québec Canada G1R 4P5 T + 1 418 266-3976

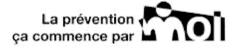
F + 1 418 691-2134

Isabelle.godin@fairmont.com

fairmont.com



Pensez-y avant d'imprimer. Contribuez à réduire notre impact environnemental.



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Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Frontenac Hotel LP.

Primary Location: Québec, Québec

Number of Employees: 406

Organization Overview:

NAICS 7211 (Traveler accommodation)

(Located inside the walls of Old Quebec, the iconic Fairmont Le Château Frontenac has undergone a multimillion-dollar renaissance project that repositions it as one of the world's leading hotels.)

Key Dates - First Year Assessment

Initiated: 2019-07-26 Received: 2019-07-26 Workforce 2019-07-23

Analysis:

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to: Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
707	100
707	100
422	60

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- ☐ The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- ☐ The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- ☐ The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.

The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

- Despite granting an extension and making efforts, they did not achieve an 80% response rate for the survey.
- The survey does not indicate the following information:
 - The questionnaire indicates that it is available in alternate formats upon request.
 - An email has been sent to requesting that this information be added.

WORKFORCE ANALYSIS & GOAL SETTING

- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- ☐ The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations:

None

SUMMARY OF GOALS

Women

	Workforce Analysis Results		Goals			
Emp	Employment Equity Occupational Group		Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
06	Supervisors: Crafts & Trades	-1	28.3	28.3	0.0	28.3
07	Admin. & Senior Clerical Personnel	-1	50.0	50.0	75.0	80.4
11	Interm. Sales & Service Personnel	-34	50.0	50.0	33.0	62.6

Observations:

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

Aboriginal Peoples

	Workforce Analysis Results	sis Results Goals				
Emp	oloyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	20.0	20.0	0.0	2.7
11	Interm. Sales & Service Personnel	-1	2.0	2.0	0.9	1.6
13	Other Sales & Service Personnel	-2	5.0	5.0	0.7	1.8

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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-4	33.0	33.0	0.0	17.6
03	Professionals	-3	33.0	33.0	0.0	22.6
05	Supervisors	-1	10.0	10.0	0.0	3.2
08	Skilled Sales & Service Personnel	-6	20.9	20.9	7.0	20.9
09	Skilled Crafts & Trades Workers	-1	25.0	25.0	0.0	4.8
10	Clerical Personnel	-1	4.1	4.1	0.0	4.1
11	Intermediate Sales & Service Personnel	-1	6.4	6.4	5.2	6.4

Observations:

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

Persons with Disabilities

Workforce Analysis Results			Goals			
Emplo	yment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	%	%	%	%
01/02	Managers	-1	25.0	25.0	0.0	5.0
05	Supervisors	-7	27.5	27.5	0.0	27.5
07	Administrative & Senior Clerical Personnel	-1	50.0	50.0	0.0	10.0
08	Skilled Sales & Service Personnel	-2	8.0	8.0	2.3	8.0
09	Skilled Crafts & Trades Workers	-1	7.8	7.8	0.0	7.8
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3
11	Intermediate Sales & Service Personnel	-11	10.8	10.8	0.9	10.8
13	Other Sales & Service Personnel	-11	10.7	10.7	2.8	10.7

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:

- Given that the self-identification questionnaire response rate is lower than the anticipated rate of 80%, we recommend that the organization develop a follow-up strategy aimed at increasing the response and return rates. This could include communicating with employees to move things forward:
 - > explain the purpose of the questionnaire; re-issue the self-identification questionnaire and ask employees who have not yet completed it to do so;
 - provide a means of answering any employment equity questions employees may have:
 - > follow-up with employees who have not completed the self-identification questionnaire to provide additional information and to answer any questions they may have while respecting the voluntary aspect of self-identification;

- We encourage your organization to continue to establish networks with designated group organizations in order to increase the representation of under-represented groups.
- We encourage Frontenac Hotel LP Inc. to conduct an employment systems review to identify barriers to the recruitment and retention of employees from the designated groups. The completion of this review should assist the organization in achieving its objectives by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules).
- We encourage you to implement special measures to ensure the achievement of your goals and to increase the representation of designated group members within your organization. For example, if not already done so, you may wish to consider contacting organizations that work for access to employment for designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.

Name of Analyst: Céline Brown

Date: October 3, 2019

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

Sent: October 17, 2019 10:46 AM

To: 'Pierre.jotterand@Fairmont.com' <Pierre.jotterand@Fairmont.com>

Cc: 'Francine.Gauthier@fairmont.com' <Francine.Gauthier@fairmont.com>; 'Godin, Isabelle (LCF)'

<Isabelle.Godin@Fairmont.com>; Martin, Jessica (LCF) <Jessica.Martin4@Fairmont.com>

Subject: Subject: Government of Canada Agreement Number: 050512 - Notification of Compliance with

the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Pierre Jotterand:

I am writing to inform you that the compliance assessment initiated on July 26, 2019, has been completed. As a result of the assessment, Frontenac Hotel LP has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of Frontenac Hotel LP's employment equity program.

- Given that the self-identification questionnaire response rate is lower than the anticipated rate of 80%, we recommend that the organization develop a follow-up strategy aimed at increasing the response and return rates. This could include communicating with employees to move things forward:
 - explain the purpose of the questionnaire; re-issue the self-identification questionnaire and ask employees who have not yet completed it to do so;
 - > provide a means of answering any employment equity questions employees may have;
 - follow-up with employees who have not completed the self-identification questionnaire to provide additional information and to answer any questions they may have while respecting the voluntary aspect of self-identification;
- We encourage Frontenac Hotel LP Inc. to conduct an employment systems review to identify barriers to the recruitment and retention of employees from the designated groups. The completion of this review should assist the organization in achieving its objectives by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules).
- We encourage you to implement special measures to ensure the achievement of your goals and
 to increase the representation of designated group members within your organization. For
 example, if not already done so, you may wish to consider contacting organizations that work for
 access to employment for designated group members in your region to identify qualified
 candidates who could be considered the next time you begin a process to fill a vacancy.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter.



Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Frontenac Hotel LP is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining 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 reasonable progress has not been made, Frontenac Hotel LP 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.

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the <u>Workplace Equity Information Management System</u> (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Frontenac Hotel LP continued success in achieving a diverse and inclusive workplace.

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!