



OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Frontenac Hotel LP.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Fairmont Le Château Frontenac	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: <a href="http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&amp;TVD=1184647211">http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&amp;TVD=1184647211</a>	Total number of employees in Canada (Permanent Full-time and/or Part-time)    675  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 155 St Wellington West Suite 3300	City Toronto	Province ON	Postal Code M5V 3J7
Telephone Number			

EMPLOYMENT EQUITY CONTACT			
Name (print) Tara Francine Gauthier	Title Regional Director Talent and Culture		
Telephone Number 418-691-2102	E-mail Address francine.gauthier@fairmont.com	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and/or permanent part-time employees in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a supply arrangement, valued at \$1,000,000 or more (including applicable taxes)</li> </ul> hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please contact the Labour Program at the email address provided at the bottom of this form.
<p><b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p>

SIGNATORY		
<p><b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p>		
Name (print) Pierre Jotterand	Title Director of Operations	
Telephone Number 418-691-2125	E-mail Address pierre.jotterand@fairmont.com	Preferred Language of Correspondence <input type="checkbox"/> English <input type="checkbox"/> French
Signature [REDACTED]	Date (YYYY-MM-DD) 2018-10-24	

**Privacy Notice:**  
 The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).  
 Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.  
 The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

RETURN INSTRUCTIONS
<p><b>IMPORTANT</b></p> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca</li> </ul>

Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Difference #	Place of recruitment
			#	%	%	#		
<b>01: Senior Management</b>	National	1	0	0.0 %	27.6 %	0	0	National
<b>02: Middle management and other directors</b>	National	21	12	57.1 %	39.4 %	8	4	National
<b>03: Professionals</b>		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
<b>04: Semi-professional and technical staff</b>		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
<b>05: Supervisors</b>		24	17	70.8 %	51.5 %	12	5	
<b>Employment Equity Occupational Group</b>	Quebec	24	17	70.8 %	51.5 %	12	5	Quebec
<b>07: Administrative and Senior Clerical Staff</b>		12	9	75.0 %	80.4 %	10	-1	
<b>Employment Equity Occupational Group</b>	Quebec	12	9	75.0 %	80.4 %	10	-1	Quebec
<b>08: Specialized sales and service personnel</b>		43	19	44.2 %	44.8 %	19	0	
6321 : Chefs	Quebec	3	0	0.0 %	28.6 %	1	-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
<b>09: Skilled workers and artisans</b>		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



Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Differ ence#	Place of recruitment
			#	%	%	#		
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
<b>10 : Office staff</b>		14	8	57.1 %	58.6 %	8	0	
<b>Employment Equity Occupational Group</b>	Quebec	14	8	57.1 %	58.6 %	8	0	Quebec
<b>11: Intermediate sales and service personnel</b>		115	38	33.0 %	62.6 %	72	-34	
<b>Employment Equity Occupational Group</b>	Quebec	115	38	33.0 %	62.6 %	72	-34	Quebec
<b>12: Skilled Manual Workers</b>		1	0	0.0 %	12.5 %	0	0	
<b>Employment Equity Occupational Group</b>	Quebec	1	0	0.0 %	12.5 %	0	0	Quebec
<b>13: Other sales and service personnel</b>		144	72	50.0 %	49.1 %	71	1	
<b>Employment Equity Occupational Group</b>	Quebec	144	72	50.0 %	49.1 %	71	1	Quebec
<b>Total</b>		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

Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #	Place of recruitment
			#	%	%	#		
<b>01: Senior Management</b>	National	1	0	0.0 %	3.2 %	0	0	National
<b>02: Middle management and other directors</b>	National	21	0	0.0 %	2.7 %	1	-1	National
<b>03: Professionals</b>		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
<b>04: Semi-professional and technical staff</b>		4	0	0.0 %	2.4 %	0	0	
2243 : Industrial Instrument Technicians and Mechanics	Quebec	1	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
<b>05: Supervisors</b>		24	0	0.0 %	2.0 %	0	0	
<b>Employment Equity Occupational Group</b>	Quebec	24	0	0.0 %	2.0 %	0	0	Quebec
<b>07: Administrative and Senior Clerical Staff</b>		12	0	0.0 %	1.4 %	0	0	
<b>Employment Equity Occupational Group</b>	Quebec	12	0	0.0 %	1.4 %	0	0	Quebec
<b>08: Specialized sales and service personnel</b>		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
<b>09: Skilled workers and artisans</b>		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



Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Differ ence#	Place of recruitment	
			Representation #	%				
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
<b>10 : Office staff</b>		14	0	0.0 %	1.6 %	0	0	
<b>Employment Equity Occupational Group</b>	Quebec	14	0	0.0 %	1.6 %	0	0	Quebec
<b>11: Intermediate sales and service personnel</b>		115	1	0.9 %	1.6 %	2	-1	
<b>Employment Equity Occupational Group</b>	Quebec	115	1	0.9 %	1.6 %	2	-1	Quebec
<b>12: Skilled Manual Workers</b>		1	0	0.0 %	1.6 %	0	0	
<b>Employment Equity Occupational Group</b>	Quebec	1	0	0.0 %	1.6 %	0	0	Quebec
<b>13: Other sales and service personnel</b>		144	1	0.7 %	1.8 %	3	-2	
<b>Employment Equity Occupational Group</b>	Quebec	144	1	0.7 %	1.8 %	3	-2	Quebec
<b>Total</b>		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

Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
<b>01: Senior Management</b>	National	1	0	0.0 %	11.5 %	0	0	National
<b>02: Middle management and other directors</b>	National	21	0	0.0 %	17.6 %	4	-4	National
<b>03: Professionals</b>		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	-1	National
1123: Advertising, marketing and public relations professionals	National	6	0	0.0 %	18.8 %	1	-1	National
<b>04: Semi-professional and technical staff</b>		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
<b>05: Supervisors</b>		24	0	0.0 %	3.2 %	1	-1	
Employment Equity Occupational Group	Quebec	24	0	0.0 %	3.2 %	1	-1	Quebec
<b>07: Administrative and Senior Clerical Staff</b>		12	0	0.0 %	3.3 %	0	0	
Employment Equity Occupational Group	Quebec	12	0	0.0 %	3.3 %	0	0	Quebec
<b>08: Specialized sales and service personnel</b>		43	3	7.0 %	20.9 %	9	-6	
6321 : Chefs	Quebec	3	0	0.0 %	38.7 %	1	-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
<b>09: Skilled workers and artisans</b>		15	0	0.0 %	4.8 %	1	-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



Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
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
<b>10 : Office staff</b>		14	0	0.0 %	4.1 %	1	-1	
<b>Employment Equity Occupational Group</b>	Quebec	14	0	0.0 %	4.1 %	1	-1	Quebec
<b>11: Intermediate sales and service personnel</b>		115	6	5.2 %	6.4 %	7	-1	
<b>Employment Equity Occupational Group</b>	Quebec	115	6	5.2 %	6.4 %	7	-1	Quebec
<b>12: Skilled Manual Workers</b>		1	0	0.0 %	3.9 %	0	0	
<b>Employment Equity Occupational Group</b>	Quebec	1	0	0.0 %	3.9 %	0	0	Quebec
<b>13: Other sales and service personnel</b>		144	19	13.2 %	7.7 %	11	8	
<b>Employment Equity Occupational Group</b>	Quebec	144	19	13.2 %	7.7 %	11	8	Quebec
<b>Total</b>		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

Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Detailed Report

Date: 2019-07-26

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ ence #	Place of recruitment
			Representation #	Availability %	Availability %	Availability #		
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
<b>Total</b>		<b>406</b>	<b>7</b>	<b>1.7 %</b>	<b>10.9 %</b>	<b>42</b>	<b>-35</b>	

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**

<b>Employment Equity Occupational Group</b>	<b>Perform an analysis by</b>	<b>Place of recruitment</b>
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
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**

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

**Workplace Equity Information Management System - Frontenac Hotel LP.**  
**Default Workforce Analysis System - Summary Report**  
 Date: 2019-07-23

**Women**

Employment Equity Occupational Group	Women					
	All employees	Representation		Availability		Difference
	#	#	%	%	#	#
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
<b>Total</b>	<b>406</b>	<b>188</b>	<b>46.3 %</b>	<b>52.2 %</b>	<b>212</b>	<b>-24</b>

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



Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
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
<b>Total</b>	<b>406</b>	<b>4</b>	<b>1.0 %</b>	<b>1.9 %</b>	<b>7</b>	<b>-3</b>

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



Workplace Equity Information Management System - Frontenac Hotel LP.

Default Workforce Analysis System - Summary Report

Date: 2019-07-23

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities				Difference #
		Representation #	Availability %	Representation %	Availability %	
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	-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
<b>Total</b>	<b>406</b>	<b>29</b>	<b>7.1 %</b>	<b>9.1 %</b>	<b>37</b>	<b>-8</b>

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

**Workplace Equity Information Management System - Frontenac Hotel LP.**  
**Default Workforce Analysis System - Summary Report**  
 Date: 2019-07-23

**Persons with disabilities**

Employment Equity Occupational Group	All employees #	Persons with disabilities				Difference #
		Representation #	Availability %	Representation %	Availability %	
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
<b>Total</b>	<b>406</b>	<b>7</b>	<b>1.7 %</b>	<b>10.9 %</b>	<b>42</b>	<b>-35</b>

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



## 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	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 05 : Supervisors	CPEME	National
6. Foremen	CPEME	National
7.08: Specialized sales and service personnel 09: Skilled workers and craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12: Skilled manual workers	CPEME	National
13: Other sales and service personnel	CPEME	National
	CPEME	National
	CPEME	
	CPEME	
	CPEME	
	CPEME	
	CPEME	











**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Frontenac Hotel LP**

**2019-15-07**

Start Date of Flow Data		
YYYY	MM	DD
2019	07	15

End 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**

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

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Frontenac Hotel LP**

**2019-15-07**

Start Date of Flow Data		
YYYY	MM	DD
2019	07	15

End 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**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Frontenac Hotel LP**

**2019-15-07**

Start Date of Flow Data		
YYYY	MM	DD
2019	07	15

End 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**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Frontenac Hotel LP**

**2019-15-07**

Start Date of Flow Data		
YYYY	MM	DD
2019	07	15

End 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**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Frontenac Hotel LP**

**2019-15-07**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		All Employees																	Women				
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To	YYYY - YYYY									
		2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-15	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%				
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%			
01	Senior Managers	1	-100.0%	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	1	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	0.0%	20.0%	2	2	2	20.0%	1	1	0	0.0%	45.6%	0	-1	50.0%	25.0%			
05	Supervisors	24	-100.0%	0.0%	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	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	12	-100.0%	0.0%	0	0.0%	5.0%	2	2	9	5.0%	1	2	0	0.0%	80.4%	-1	-2	75.0%	66.7%			
08	Skilled Sales & Service	43	-100.0%	2.0%	3	0.0%	15.0%	19	22	19	15.0%	9	11	5	20.9%	44.8%	0	-6	44.2%	32.6%			
09	Skilled Crafts & Trades	15	-100.0%	0.0%	0	0.0%	8.0%	4	4	1	8.0%	0	0	1	25.0%	5.5%	0	1	6.7%	13.3%			
10	Clerical Personnel	14	-100.0%	0.0%	0	0.0%	0.0%	0	0	8	0.0%	0	0	0	4.1%	58.6%	0	0	57.1%	57.1%			
11	Intermediate Sales & Service	115	-100.0%	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	0.0%	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!			
Total		406	-100.0%	0.0%	0	0.0%	0.0%	0	0	188	0.0%	0	24	0	0.0%	52.2%	-24	-24	46.3%	46.3%			

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers	0	0.0	0	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	0.0	
05	Supervisors	1	10.0	0	10.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	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	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Frontenac Hotel LP**

**2019-15-07**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-15	Annually	Over 3 Years	#	%	2019	2022	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	#	#	#	%	#	%	%	#	#	%
01 Senior Managers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	3.2%	0	0	0.0%	0.0%
02 Middle & 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 Professionals	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.1%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.4%	0	0	0.0%	0.0%	
05 Supervisors	24	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.0%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	43	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	2.5%	0	0	2.3%	2.3%	
09 Skilled Crafts & Trades	15	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	2.9%	1	1	6.7%	6.7%	
10 Clerical Personnel	14	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.6%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	115	-100.0%		0	0.0%		0	0	1	0.0%	0	1	0	1.6%	-1	-1	0.9%	0.9%	
12 Semi-Skilled Manual	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.6%	0	0	0.0%	0.0%	
13 Other Sales & Service	144	-100.0%		0	0.0%		0	0	1	0.0%	0	2	0	1.8%	-2	-2	0.7%	0.7%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>406</b>	<b>-100.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>4</b>	<b>0.0%</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1.9%</b>	<b>-4</b>	<b>-4</b>	<b>1.0%</b>	<b>1.0%</b>	

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

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

**Table 4: Aboriginal Peoples**

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

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**Part 3: Goals**

**Frontenac Hotel LP**

**2019-15-07**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-15	Annually	Over 3 Years	2019	2022							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
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	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	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	0.9%	0.9%	
12 Semi-Skilled Manual	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.3%	0	0	0.0%	0.0%	
13 Other Sales & Service	144	-100.0%		0	0.0%		0	0	4	0.0%	0	11	0	10.7%	-11	-11	2.8%	2.8%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>406</b>	<b>-100.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>7</b>	<b>0.0%</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>10.9%</b>	<b>-37</b>	<b>-37</b>	<b>1.7%</b>	<b>1.7%</b>	

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

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

**Table 6: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Frontenac Hotel LP**

**2019-15-07**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Turnover	Over 3 Years	From - To	Present Availability		Present Gap	Projected Gap					
		2019-07-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-07-15	Annually	Over 3 Years	2019	2022	%	%	%	%	%				
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01	Senior Managers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	11.5%	0	0	0.0%	0.0%	
02	Middle & Other Managers	21	-100.0%		0	0.0%		0	0	0	0.0%	0	4	0	0	0	17.6%	-4	-4	0.0%	0.0%	
03	Professionals	12	-100.0%		0	0.0%		0	0	0	0.0%	0	3	0	0	0	22.6%	-3	-3	0.0%	0.0%	
04	Semi-Professionals & Tech	4	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	0	0	8.6%	1	1	25.0%	25.0%	
05	Supervisors	24	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	0	0	3.2%	-1	-1	0.0%	0.0%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	3.3%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	43	-100.0%		0	0.0%		0	0	3	0.0%	0	6	0	0	0	20.9%	-6	-6	7.0%	7.0%	
09	Skilled Crafts & Trades	15	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	0	0	4.8%	-1	-1	0.0%	0.0%	
10	Clerical Personnel	14	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	0	0	4.1%	-1	-1	0.0%	0.0%	
11	Intermediate Sales & Service	115	-100.0%		0	0.0%		0	0	6	0.0%	0	1	0	0	0	6.4%	-1	-1	5.2%	5.2%	
12	Semi-Skilled Manual	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	3.9%	0	0	0.0%	0.0%	
13	Other Sales & Service	144	-100.0%		0	0.0%		0	0	19	0.0%	0	-8	0	0	0	7.7%	8	8	13.2%	13.2%	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>		<b>406</b>	<b>-100.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>29</b>	<b>0.0%</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9.1%</b>	<b>-8</b>	<b>-8</b>	<b>7.1%</b>	<b>7.1%</b>	

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		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	
<b>Total</b>			<b>0.0</b>		<b>0.0</b>	

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**Part 3: Goals**

**Frontenac Hotel LP**

2019-15-07

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)		All Employees							Women												
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
		-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	-	Annually	Over 3 Years	#	0	3	%	%	%	%	%	%
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01	Senior Managers	0	-100.0%		0	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	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	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	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	0	0	#DIV/0!	#DIV/0!	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
Total		0	-100.0%		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)<sup>1/3</sup> - 1) x 100.

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

**Table 10: Women**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Frontenac Hotel LP**

2019-15-07

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples  
Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	-	Annually	Over 3 Years	#	0	3	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	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%	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%	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%	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%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		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)<sup>1/3</sup> - 1) x 100.

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

**Table 12: Aboriginal Peoples**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Frontenac Hotel LP**

**2019-15-07**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities												
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY	
	-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	-	Annually	Over 3 Years	#	0	3	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02 Managers	0	-100.0%		0	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%	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%	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%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	0	-100.0%		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)<sup>1/3</sup> - 1) x 100.

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

**Table 14: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Frontenac Hotel LP**

**2019-15-07**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
	-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	-	Annually	Over 3 Years	#	0	3	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	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%	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%	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%	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%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		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)<sup>1/3</sup> - 1) x 100.

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

**Table 16: Members of Visible Minorities**

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



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Frontenac Hotel LP**

**2019-15-07**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2019	1	0	0.0	27.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2019	21	12	57.1	39.4	8	4	145.0																	
	0	0	0	0.0	0.0	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	2019	12	10	83.3	63.7	8	2	130.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	4	2	50.0	45.6	2	0	109.6																	
	0	0	0	0.0	0.0	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	2019	24	17	70.8	51.5	12	5	137.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	33.0	0.0	1	0.0	33.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	1	0.0	33.0	0.0	1	0.0	33.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	1	0.0	10.0	0.0	0	0.0	10.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	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**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Women							Women				Women				Women							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
07 Administrative & Senior Clerical	2019	12	9	75.0	80.4	10	-1	93.3																	
	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	0	0.0	0	0
08 Skilled Sales & Service Personnel	2019	43	19	44.2	44.8	19	0	98.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2019	15	1	6.7	5.5	1	0	121.2																	
	0	0	0	0.0	0.0	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	2019	14	8	57.1	58.6	8	0	97.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2019	115	38	33.0	62.6	72	-34	52.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2019	1	0	0.0	12.5	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	0	0	0	0.0	5	0.0	20.9	0.0	4	0.0	20.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	0	0	0	0.0	1	0.0	25.0	0.0	0	0.0	25.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	0	0	0	0.0	0	0.0	4.1	0.0	0	0.0	4.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	0	0	0	0.0	2	0.0	6.4	0.0	2	0.0	6.4	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	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**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		All Employees	Workforce							Hires				Promotions				Terminations						
			Women							Women				Women				Women						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
13 Other Sales & Service Personnel	2019	144	72	50.0	49.1	71	1	101.8																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2019	406	188	46.3	52.2	212	-24	88.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		Women				Women				Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	#	%	#	%	#	%	#	%					
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0	0.0			0	0.0		0.0	
14 Other Manual Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0	0.0			0	0.0		0.0	
Total	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	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**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2019	1	0	0.0	3.2	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2019	21	0	0.0	2.7	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	12	0	0.0	2.1	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	4	0	0.0	2.4	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	24	0	0.0	2.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	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		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	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**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2019	12	0	0.0	1.4	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2019	43	1	2.3	2.5	1	0	93.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2019	15	1	6.7	2.9	0	1	229.9																	
	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
10 Clerical Personnel	2019	14	0	0.0	1.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2019	115	1	0.9	1.6	2	-1	54.3																	
	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	0	0.0	0	0
12 Semi-Skilled Manual Workers	2019	1	0	0.0	1.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

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

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2019	144	1	0.7	1.8	3	-2	38.6																
	0	0	0	0.0	0.0	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	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2019	406	4	1.0	1.9	8	-4	51.9																
	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

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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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Fronenac Hotel LP**

**2019-15-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01&02 Managers	2019	22	0	0.0	5.0	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	12	1	8.3	8.9	1	0	93.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	4	0	0.0	7.6	0	0	0.0																	
	0	0	0	0.0	0.0	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	2019	24	0	0.0	27.5	7	-7	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	10.1	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	#	%	%	#	%	%	%	#	%	%	%	
01&02 Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	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	
	3	0	0	0.0			0.0	0.0				0.0	0.0
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Frontenac Hotel LP

2019-15-07

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#	#		
07 Administrative & Senior Clerical	2019	12	0	0.0	10.0	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2019	43	1	2.3	8.0	3	-2	29.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2019	15	0	0.0	7.8	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2019	14	0	0.0	9.3	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2019	115	1	0.9	10.8	12	-11	8.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2019	1	0	0.0	10.3	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	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	#	%	#	%	%	#	%	%	#	%	%	
07 Administrative & Senior Clerical	0	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	3	0	0	0.0									
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	3	0	0	0.0									
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	3	0	0	0.0									
10 Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	3	0	0	0.0									
11 Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	3	0	0	0.0									
12 Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	3	0	0	0.0									



**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Frontenac Hotel LP**

**2019-15-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2019	144	4	2.8	10.7	15	-11	26.0																
	0	0	0	0.0	0.0	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	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2019	406	7	1.7	10.9	44	-37	15.8																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Frontenac Hotel LP**

**2019-15-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2019	1	0	0.0	11.5	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2019	21	0	0.0	17.6	4	-4	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
03 Professionals	2019	12	0	0.0	22.6	3	-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	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2019	4	1	25.0	8.6	0	1	290.7																	
	0	0	0	0.0	0.0	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	2019	24	0	0.0	3.2	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	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		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Frontenac Hotel LP

2019-15-07

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
07 Administrative & Senior Clerical	2019	12	0	0.0	3.3	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	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2019	43	3	7.0	20.9	9	-6	33.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2019	15	0	0.0	4.8	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2019	14	0	0.0	4.1	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2019	115	6	5.2	6.4	7	-1	81.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2019	1	0	0.0	3.9	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

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

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

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Frontenac Hotel LP

2019-15-07

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
13 Other Sales & Service Personnel	2019	144	19	13.2	7.7	11	8	171.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
14 Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
Total	2019	406	29	7.1	9.1	37	-8	78.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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

## Efforts

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

### Required measures:

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

### Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):

## Self-identification Questionnaire

### 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



## Self-identification Questionnaire

### B. Gender

Female  Male

After reading the descriptions in each of the next three sections, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group.

### C. Aboriginal Peoples

According to the *Employment Equity Act*, an Aboriginal person is a person who is North American Indian, Inuit or Métis.

Are you an Aboriginal person?

Yes  No

### D. Members of Visible Minorities

According to the *Employment Equity Act*, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

**Examples of visible minorities include, but are not limited to:**

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese or Korean)
- South Asian or East Indian (e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai or Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Afghan, Iranian, Lebanese, Egyptian or Libyan)
- People of mixed origin (e.g., with one parent a member of a visible minority group)

Are you a member of a visible minority?

Yes  No

## Self-identification Questionnaire

### 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**  
(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)

**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.

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### G. Voluntary Employee Participation

## Self-identification Questionnaire

- 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. Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact the employment equity contact by phone at 418-266-3966.

### I. Employee Signature

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*Thank you for your participation!*

**Please return this form in the envelope provided to:**

**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 Frontenac  
**Attachments:** 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:
  - 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).
4. 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**

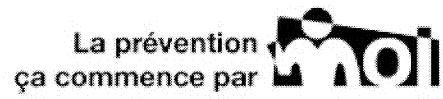
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[fairmont.com](http://fairmont.com)

*Fairmont*



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:	707	100
Number of questionnaires returned:	707	100
Number of completed questionnaires returned:	422	60

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- 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 workforce analysis was done using WEIMS.
- 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.
- The organization appears to have properly coded its positions using the 2011 National 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
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			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	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 (Form 1 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 under-represented; 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 [Workplace Equity Information Management System \(WEIMS\)](#). 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](mailto: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](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



Rejoignez-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!