

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Imprimeries Transcontinental 2005 S.E.N.C.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) TC Transcontinental Printing	Procurement Business Number  Total number of employees in Canada (Full-Time/Part-Time/Temporary) 5000
Organization's North American Industry Classification System (NAICS) Code N° 3231	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm</a>

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No 323119

HEAD OFFICE			
Address (Building number, street, suite, etc.) 1 Place Ville Marie, Bureau 3315	City Montreal	Province Quebec	Postal Code H3B 3N2
	Telephone Number 514-954-4000	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Catherine Milne	Title Human Resources Director
Telephone Number 905-663-0050, 2002	E-mail Address Catherine.Milne@tc.tc

CERTIFICATION
<p>The above-named organization:</p> <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</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> <p>Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.hrfdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.hrfdc.gc.ca/eng/labour/equality/fcp/index.shtml</a></p> <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	
<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.	
Name (print) Christine Desaulniers	Title Chief Legal Officer and Corporate Secretary
	E-mail Address ne.Desaulniers@tc.tc
August 29, 2013	

RETURN INSTRUCTIONS
<b>IMPORTANT</b>
• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 963-8768 or by e-mail at: <a href="mailto:ee-eme@hrfdc-rhdcc.gc.ca">ee-eme@hrfdc-rhdcc.gc.ca</a>

## Workforce Analysis - Detailed Report

Date: 2017-12-31

### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	26	5	19.2 %	27.4 %	7	-2	National
<b>02 : Middle and Other Managers</b>	National	172	58	33.7 %	38.9 %	67	-9	National
<b>03 : Professionals</b>		99	46	46.5 %	40.6 %	40	6	
1111 : Financial auditors and accountants	National	8	7	87.5 %	55.1 %	4	3	National
1112 : Financial and investment analysts	National	16	9	56.3 %	50.1 %	8	1	National
1121 : Human resources professionals	National	15	14	93.3 %	71.1 %	11	3	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	5	100.0 %	66.4 %	3	-2	National
2141 : Industrial and manufacturing engineers	National	8	2	25.0 %	17.0 %	1	1	National
2171 : Information systems analysts and consultants	National	9	0	0.0 %	28.3 %	3	-3	National
2172 : Database analysts and data administrators	National	5	3	60.0 %	35.2 %	2	1	National
2174 : Computer programmers and interactive media developers	National	23	5	21.7 %	17.9 %	4	1	National
2175 : Web designers and developers	National	1	1	100.0 %	32.9 %	0	1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	9	0	0.0 %	41.0 %	4	-3	National
<b>04 : Semi-Professionals and Technicians</b>		240	39	16.3 %	23.5 %	56	-14	
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	1	0	0.0 %	21.9 %	0	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	British Columbia	4	0	0.0 %	22.5 %	1	-1	British Columbia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	1	0	0.0 %	14.5 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	157	9	5.7 %	19.9 %	31	-22	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	43	15	34.9 %	26.7 %	11	4	Québec
2253 : Drafting technologists and technicians	Alberta	1	1	100.0 %	32.8 %	0	1	Alberta
2282 : User support technicians	Nova Scotia	1	0	0.0 %	32.1 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	5	1	20.0 %	24.2 %	1	0	Ontario
2282 : User support technicians	Québec	6	0	0.0 %	19.6 %	1	-1	Québec
5241 : Graphic designers and illustrators	Alberta	1	1	100.0 %	51.7 %	1	0	Alberta



Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Nova Scotia	2	2	100.0 %	41.4 %	1	1	Nova Scotia
5241 : Graphic designers and illustrators	Ontario	18	10	55.6 %	44.9 %	8	2	Ontario
<b>05 : Supervisors</b>		40	22	55.0 %	52.9 %	21	1	
Employment Equity Occupational Group	Calgary	3	1	33.3 %	55.0 %	2	-1	Calgary
Employment Equity Occupational Group	Halifax	1	1	100.0 %	55.9 %	1	0	Halifax
Employment Equity Occupational Group	Montréal	6	4	66.7 %	50.8 %	3	1	Montréal
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	53.4 %	1	0	Saskatoon
Employment Equity Occupational Group	Toronto	24	12	50.0 %	53.0 %	13	-1	Toronto
Employment Equity Occupational Group	Vancouver	3	1	33.3 %	51.4 %	2	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	54.2 %	1	1	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		89	7	7.9 %	32.6 %	29	-2	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Alberta	1	0	0.0 %	3.4 %	0	0	Alberta
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario	1	0	0.0 %	5.3 %	0	0	Ontario
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Québec	3	0	0.0 %	5.1 %	0	0	Québec
7303 : Supervisors, printing and related occupations	Alberta	13	2	15.4 %	39.2 %	5	-3	Alberta
7303 : Supervisors, printing and related occupations	British Columbia	6	0	0.0 %	14.1 %	1	-1	British Columbia
7303 : Supervisors, printing and related occupations	Manitoba	4	0	0.0 %	24.0 %	1	-1	Manitoba
7303 : Supervisors, printing and related occupations	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
7303 : Supervisors, printing and related occupations	Ontario	22	2	9.1 %	36.8 %	8	-6	Ontario
7303 : Supervisors, printing and related occupations	Québec	36	3	8.3 %	38.4 %	14	-11	Québec
7303 : Supervisors, printing and related occupations	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		35	20	57.1 %	80.6 %	28	-3	
Employment Equity Occupational Group	Calgary	3	1	33.3 %	80.5 %	2	-1	Calgary
Employment Equity Occupational Group	Halifax	3	2	66.7 %	81.4 %	2	0	Halifax

## Workforce Analysis - Detailed Report

Date: 2017-12-31

### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	20	10	50.0 %	80.8 %	16	-6	Montréal
Employment Equity Occupational Group	Toronto	7	7	100.0 %	80.1 %	6	1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	79.0 %	2	-2	Vancouver
<b>08 : Skilled Sales and Service Personnel</b>		2	1	50.0 %	28.7 %	1	0	
6221 : Technical sales specialists - wholesale trade	Ontario	2	1	50.0 %	28.7 %	1	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		1233	143	11.6 %	11.7 %	144	-1	
7233 : Sheet metal workers	Québec	2	0	0.0 %	3.4 %	0	0	Québec
7242 : Industrial electricians	Alberta	12	0	0.0 %	1.9 %	0	0	Alberta
7242 : Industrial electricians	British Columbia	5	0	0.0 %	3.7 %	0	0	British Columbia
7242 : Industrial electricians	Manitoba	2	0	0.0 %	0.0 %	0	0	Manitoba
7242 : Industrial electricians	Nova Scotia	3	0	0.0 %	0.0 %	0	0	Nova Scotia
7242 : Industrial electricians	Ontario	17	1	5.9 %	1.0 %	0	1	Ontario
7242 : Industrial electricians	Québec	11	0	0.0 %	2.7 %	0	0	Québec
7311 : Construction millwrights and industrial mechanics	Alberta	3	0	0.0 %	2.0 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	British Columbia	5	0	0.0 %	1.6 %	0	0	British Columbia
7311 : Construction millwrights and industrial mechanics	Manitoba	3	0	0.0 %	1.4 %	0	0	Manitoba
7311 : Construction millwrights and industrial mechanics	Nova Scotia	5	0	0.0 %	4.3 %	0	0	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Ontario	20	1	5.0 %	1.6 %	0	1	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	22	0	0.0 %	1.7 %	0	0	Québec
7333 : Electrical mechanics	Québec	20	0	0.0 %	3.9 %	1	-1	Québec
7381 : Printing press operators	Alberta	154	32	20.8 %	7.2 %	11	21	Alberta
7381 : Printing press operators	British Columbia	40	0	0.0 %	13.7 %	5	-5	British Columbia
7381 : Printing press operators	Manitoba	1	0	0.0 %	12.2 %	0	0	Manitoba
7381 : Printing press operators	Nova Scotia	36	0	0.0 %	0.0 %	0	0	Nova Scotia



Workplace Equity Information Management System - Imprimeries Transcontinental 2005 s.e.n.c.

Workforce Analysis - Detailed Report

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7381 : Printing press operators	Ontario	295	16	5.4 %	11.7 %	35	-19	Ontario
7381 : Printing press operators	Prince Edward Island	6	0	0.0 %	0.0 %	0	0	Prince Edward Island
7381 : Printing press operators	Québec	554	92	16.6 %	15.6 %	86	6	Québec
7381 : Printing press operators	Saskatchewan	15	1	6.7 %	23.3 %	3	-2	Saskatchewan
<b>10 : Clerical Personnel</b>		301	163	54.2 %	65.6 %	197	-34	
Employment Equity Occupational Group	Calgary	28	7	25.0 %	70.2 %	20	-18	Calgary
Employment Equity Occupational Group	Halifax	17	9	52.9 %	67.7 %	12	-3	Halifax
Employment Equity Occupational Group	Montréal	91	57	62.6 %	62.5 %	57	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	2	50.0 %	65.8 %	3	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	7	2	28.6 %	61.6 %	4	-2	Québec
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	70.2 %	1	0	Saskatoon
Employment Equity Occupational Group	Toronto	104	64	61.5 %	65.2 %	68	-4	Toronto
Employment Equity Occupational Group	Vancouver	33	13	39.4 %	70.0 %	23	-10	Vancouver
Employment Equity Occupational Group	Winnipeg	16	8	50.0 %	67.9 %	11	-3	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		334	180	53.9 %	63.5 %	212	-32	
Employment Equity Occupational Group	Calgary	12	7	58.3 %	66.1 %	8	-1	Calgary
Employment Equity Occupational Group	Halifax	8	6	75.0 %	65.5 %	5	1	Halifax
Employment Equity Occupational Group	Montréal	110	62	56.4 %	61.8 %	68	-6	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	72.4 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	P.E.I.	2	1	50.0 %	71.3 %	1	0	P.E.I.
Employment Equity Occupational Group	Saskatoon	3	3	100.0 %	67.9 %	2	1	Saskatoon
Employment Equity Occupational Group	Toronto	177	90	50.8 %	63.9 %	113	-23	Toronto
Employment Equity Occupational Group	Vancouver	6	2	33.3 %	64.2 %	4	-2	Vancouver
Employment Equity Occupational Group	Winnipeg	15	8	53.3 %	65.5 %	10	-2	Winnipeg

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#### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		732	174	23.8 %	19.7 %	144	30	
Employment Equity Occupational Group	Calgary	48	2	4.2 %	14.5 %	7	-3	Calgary
Employment Equity Occupational Group	Halifax	11	3	27.3 %	12.1 %	1	2	Halifax
Employment Equity Occupational Group	Montréal	166	26	15.7 %	18.4 %	31	-3	Montréal
Employment Equity Occupational Group	Ont. less CMAs	9	1	11.1 %	20.7 %	2	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.6 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	2	1	50.0 %	18.3 %	0	1	P.E.I.
Employment Equity Occupational Group	Québec	1	1	100.0 %	13.2 %	0	1	Québec
Employment Equity Occupational Group	Saskatoon	11	5	45.5 %	15.7 %	2	3	Saskatoon
Employment Equity Occupational Group	Toronto	397	120	30.2 %	22.0 %	87	33	Toronto
Employment Equity Occupational Group	Vancouver	42	10	23.8 %	17.1 %	7	3	Vancouver
Employment Equity Occupational Group	Winnipeg	43	5	11.6 %	14.5 %	6	-1	Winnipeg
<b>13 : Other Sales and Service Personnel</b>		11	2	18.2 %	54.7 %	6	-4	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	57.4 %	1	-1	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	51.1 %	1	-1	Montréal
Employment Equity Occupational Group	Québec	1	0	0.0 %	51.9 %	1	-1	Québec
Employment Equity Occupational Group	Toronto	6	2	33.3 %	55.5 %	3	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	57.8 %	1	-1	Vancouver
<b>14 : Other Manual Workers</b>		528	130	24.6 %	25.2 %	133	-3	
Employment Equity Occupational Group	Calgary	24	1	4.2 %	16.4 %	4	-3	Calgary
Employment Equity Occupational Group	Halifax	23	2	8.7 %	14.2 %	3	-1	Halifax
Employment Equity Occupational Group	Montréal	237	59	24.9 %	23.8 %	56	3	Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	2	66.7 %	19.7 %	1	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	9.3 %	0	0	Ottawa - Gatineau



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Date: 2017-12-31

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	P.E.I.	10	1	10.0 %	23.2 %	2	-1	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	22.3 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	137	42	30.7 %	32.6 %	45	-3	Toronto
Employment Equity Occupational Group	Vancouver	19	4	21.1 %	30.1 %	6	-2	Vancouver
Employment Equity Occupational Group	Winnipeg	70	19	27.1 %	22.1 %	15	4	Winnipeg
<b>Total</b>		<b>3842</b>	<b>990</b>	<b>25.8 %</b>	<b>28.3 %</b>	<b>1085</b>	<b>-95</b>	

Total may not equal sum of components due to rounding.

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



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	26	0	0.0 %	2.9 %	1		National
02 : Middle and Other Managers	National	172	1	0.6 %	2.2 %	4		National
03 : Professionals		99	0	0.0 %	1.5 %	1		
1111 : Financial auditors and accountants	National	8	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	16	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	15	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	0	0.0 %	2.1 %	0	0	National
2141 : Industrial and manufacturing engineers	National	8	0	0.0 %	0.8 %	0	0	National
2171 : Information systems analysts and consultants	National	9	0	0.0 %	1.1 %	0	0	National
2172 : Database analysts and data administrators	National	5	0	0.0 %	1.3 %	0	0	National
2174 : Computer programmers and interactive media developers	National	23	0	0.0 %	1.0 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	1.5 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	9	0	0.0 %	2.7 %	0	0	National
04 : Semi-Professionals and Technicians		240	0	0.0 %	1.2 %	3		
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	1	0	0.0 %	4.4 %	0	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	British Columbia	4	0	0.0 %	3.0 %	0	0	British Columbia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	157	0	0.0 %	1.1 %	2		Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	43	0	0.0 %	1.4 %	1		Québec
2253 : Drafting technologists and technicians	Alberta	1	0	0.0 %	2.7 %	0	0	Alberta
2282 : User support technicians	Nova Scotia	1	0	0.0 %	3.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	5	0	0.0 %	1.6 %	0	0	Ontario
2282 : User support technicians	Québec	6	0	0.0 %	1.3 %	0	0	Québec
5241 : Graphic designers and illustrators	Alberta	1	0	0.0 %	2.5 %	0	0	Alberta





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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability %	Gap #	Recruitment Area
			Representation #	Representation %			
5241 : Graphic designers and illustrators	Nova Scotia	2	0	0.0 %	2.2 %	0	Nova Scotia
5241 : Graphic designers and illustrators	Ontario	18	0	0.0 %	1.6 %	0	Ontario
<b>05 : Supervisors</b>		40	0	0.0 %	2.1 %	1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	3.1 %	0	Calgary
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	Halifax
Employment Equity Occupational Group	Montréal	6	0	0.0 %	0.8 %	0	Montréal
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	10.8 %	0	Saskatoon
Employment Equity Occupational Group	Toronto	24	0	0.0 %	1.0 %	0	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.6 %	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	11.8 %	0	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		89	1	1.1 %	0.5 %	0	1
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Alberta	1	0	0.0 %	4.7 %	0	Alberta
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario	1	0	0.0 %	2.5 %	0	Ontario
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Québec	3	0	0.0 %	1.3 %	0	Québec
7303 : Supervisors, printing and related occupations	Alberta	13	0	0.0 %	0.0 %	0	Alberta
7303 : Supervisors, printing and related occupations	British Columbia	6	0	0.0 %	0.0 %	0	British Columbia
7303 : Supervisors, printing and related occupations	Manitoba	4	1	25.0 %	0.0 %	0	1 Manitoba
7303 : Supervisors, printing and related occupations	Nova Scotia	2	0	0.0 %	0.0 %	0	0 Nova Scotia
7303 : Supervisors, printing and related occupations	Ontario	22	0	0.0 %	1.5 %	0	0 Ontario
7303 : Supervisors, printing and related occupations	Québec	36	0	0.0 %	0.0 %	0	0 Québec
7303 : Supervisors, printing and related occupations	Saskatchewan	1	0	0.0 %	0.0 %	0	0 Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		35	0	0.0 %	1.1 %	0	0
Employment Equity Occupational Group	Calgary	3	0	0.0 %	2.6 %	0	0 Calgary
Employment Equity Occupational Group	Halifax	3	0	0.0 %	2.2 %	0	0 Halifax



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#### Aboriginal Peoples

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			#	%	%	#		
Employment Equity Occupational Group	Montréal	20	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	7	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.1 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		2	0	0.0 %	1.0 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	2	0	0.0 %	1.0 %	0	0	Ontario
09 : Skilled Crafts and Trades Workers		1233	21	1.7 %	1.7 %	21	0	
7233 : Sheet metal workers	Québec	2	0	0.0 %	2.6 %	0	0	Québec
7242 : Industrial electricians	Alberta	12	0	0.0 %	4.1 %	0	0	Alberta
7242 : Industrial electricians	British Columbia	5	1	20.0 %	2.9 %	0	1	British Columbia
7242 : Industrial electricians	Manitoba	2	0	0.0 %	5.4 %	0	0	Manitoba
7242 : Industrial electricians	Nova Scotia	3	0	0.0 %	0.0 %	0	0	Nova Scotia
7242 : Industrial electricians	Ontario	17	0	0.0 %	2.2 %	0	0	Ontario
7242 : Industrial electricians	Québec	11	0	0.0 %	0.9 %	0	0	Québec
7311 : Construction millwrights and industrial mechanics	Alberta	3	0	0.0 %	4.9 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	British Columbia	5	1	20.0 %	6.1 %	0	1	British Columbia
7311 : Construction millwrights and industrial mechanics	Manitoba	3	0	0.0 %	15.5 %	0	0	Manitoba
7311 : Construction millwrights and industrial mechanics	Nova Scotia	5	1	20.0 %	2.9 %	0	1	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Ontario	20	0	0.0 %	2.7 %	1	-1	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	22	0	0.0 %	1.4 %	0	0	Québec
7333 : Electrical mechanics	Québec	20	0	0.0 %	1.8 %	0	0	Québec
7381 : Printing press operators	Alberta	154	6	3.9 %	3.4 %	5	1	Alberta
7381 : Printing press operators	British Columbia	40	1	2.5 %	2.0 %	1	0	British Columbia
7381 : Printing press operators	Manitoba	1	0	0.0 %	10.1 %	0	0	Manitoba
7381 : Printing press operators	Nova Scotia	36	1	2.8 %	0.0 %	0	1	Nova Scotia



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	Representation %	Availability %	Gap #	
7381 : Printing press operators	Ontario	295	4	1.4 %	2.6 %	8	Ontario
7381 : Printing press operators	Prince Edward Island	8	0	0.0 %	0.0 %	0	Prince Edward Island
7381 : Printing press operators	Québec	554	3	0.5 %	0.6 %	3	Québec
7381 : Printing press operators	Saskatchewan	15	3	20.0 %	0.0 %	0	Saskatchewan
<b>10 : Clerical Personnel</b>		<b>301</b>	<b>6</b>	<b>2.0 %</b>	<b>1.8 %</b>	<b>5</b>	
Employment Equity Occupational Group	Calgary	28	0	0.0 %	3.0 %	1	Calgary
Employment Equity Occupational Group	Halifax	17	0	0.0 %	2.7 %	0	Halifax
Employment Equity Occupational Group	Montréal	91	1	1.1 %	0.8 %	1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	2.8 %	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	7	0	0.0 %	0.6 %	0	Québec
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.4 %	0	Saskatoon
Employment Equity Occupational Group	Toronto	104	0	0.0 %	0.7 %	1	Toronto
Employment Equity Occupational Group	Vancouver	33	2	6.1 %	2.4 %	1	Vancouver
Employment Equity Occupational Group	Winnipeg	16	3	18.8 %	9.8 %	2	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		<b>334</b>	<b>2</b>	<b>0.6 %</b>	<b>1.4 %</b>	<b>5</b>	
Employment Equity Occupational Group	Calgary	12	0	0.0 %	2.5 %	0	Calgary
Employment Equity Occupational Group	Halifax	8	0	0.0 %	3.2 %	0	Halifax
Employment Equity Occupational Group	Montréal	110	0	0.0 %	0.9 %	1	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.9 %	0	Ont. less CMAs
Employment Equity Occupational Group	P.E.I.	2	0	0.0 %	1.5 %	0	P.E.I.
Employment Equity Occupational Group	Saskatoon	3	0	0.0 %	8.2 %	0	Saskatoon
Employment Equity Occupational Group	Toronto	177	1	0.6 %	0.6 %	1	Toronto
Employment Equity Occupational Group	Vancouver	6	0	0.0 %	2.3 %	0	Vancouver
Employment Equity Occupational Group	Winnipeg	15	1	6.7 %	9.8 %	1	Winnipeg

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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		732	10	1.4 %	1.7 %	12		
Employment Equity Occupational Group	Calgary	48	3	6.3 %	3.5 %	2	1	Calgary
Employment Equity Occupational Group	Halifax	11	0	0.0 %	2.9 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	166	0	0.0 %	0.9 %	1		Montréal
Employment Equity Occupational Group	Ont. less CMAs	9	0	0.0 %	4.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.3 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	2	0	0.0 %	1.1 %	0	0	P.E.I.
Employment Equity Occupational Group	Québec	1	0	0.0 %	0.8 %	0	0	Québec
Employment Equity Occupational Group	Saskatoon	11	1	9.1 %	6.5 %	1	0	Saskatoon
Employment Equity Occupational Group	Toronto	397	4	1.0 %	0.7 %	3	1	Toronto
Employment Equity Occupational Group	Vancouver	42	0	0.0 %	2.2 %	1		Vancouver
Employment Equity Occupational Group	Winnipeg	43	2	4.7 %	10.0 %	4		Winnipeg
<b>13 : Other Sales and Service Personnel</b>		11	0	0.0 %	1.3 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.4 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Québec	1	0	0.0 %	0.9 %	0	0	Québec
Employment Equity Occupational Group	Toronto	6	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.7 %	0	0	Vancouver
<b>14 : Other Manual Workers</b>		528	11	2.1 %	3.3 %	17		
Employment Equity Occupational Group	Calgary	24	1	4.2 %	4.0 %	1	0	Calgary
Employment Equity Occupational Group	Halifax	23	1	4.3 %	2.5 %	1	0	Halifax
Employment Equity Occupational Group	Montréal	237	0	0.0 %	0.8 %	2		Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	6.8 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau



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#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
Employment Equity Occupational Group	P.E.I.	10	0	0.0 %	1.4 %	0	0	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	3.3 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	137	2	1.5 %	0.8 %	1	1	Toronto
Employment Equity Occupational Group	Vancouver	19	2	10.5 %	3.2 %	1	1	Vancouver
Employment Equity Occupational Group	Winnipeg	70	5	7.1 %	16.8 %	12	7	Winnipeg
<b>Total</b>		<b>3842</b>	<b>52</b>	<b>1.4 %</b>	<b>1.9 %</b>	<b>70</b>	<b>-13</b>	

Total may not equal sum of components due to rounding.

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

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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability			Gap #
			#	%	%	#		
<b>01 : Senior Managers</b>	National	26	1	3.8 %	10.1 %	3	-2	National
<b>02 : Middle and Other Managers</b>	National	172	11	6.4 %	15.0 %	26	-13	National
<b>03 : Professionals</b>		99	22	22.2 %	26.7 %	26	-4	
1111 : Financial auditors and accountants	National	8	2	25.0 %	27.5 %	2	0	National
1112 : Financial and investment analysts	National	16	7	43.8 %	35.4 %	6	1	National
1121 : Human resources professionals	National	15	2	13.3 %	14.1 %	2	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	0	0.0 %	16.9 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	8	0	0.0 %	31.5 %	3	-3	National
2171 : Information systems analysts and consultants	National	9	1	11.1 %	31.4 %	3	-2	National
2172 : Database analysts and data administrators	National	5	2	40.0 %	32.3 %	2	0	National
2174 : Computer programmers and interactive media developers	National	23	6	26.1 %	31.5 %	7	-1	National
2175 : Web designers and developers	National	1	1	100.0 %	22.8 %	0	1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	9	1	11.1 %	13.6 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		240	35	14.6 %	28.1 %	67	-12	
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	1	0	0.0 %	24.7 %	0	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	British Columbia	4	2	50.0 %	40.7 %	2	0	British Columbia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	157	29	18.5 %	33.3 %	52	-23	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	43	2	4.7 %	12.3 %	5	-3	Québec
2253 : Drafting technologists and technicians	Alberta	1	0	0.0 %	28.6 %	0	0	Alberta
2282 : User support technicians	Nova Scotia	1	0	0.0 %	11.3 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	5	0	0.0 %	35.9 %	2	-2	Ontario
2282 : User support technicians	Québec	6	0	0.0 %	18.2 %	1	-1	Québec
5241 : Graphic designers and illustrators	Alberta	1	0	0.0 %	15.4 %	0	0	Alberta



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation #	%	Availability %	Gap #		
5241 : Graphic designers and illustrators	Nova Scotia	2	0	0.0 %	5.5 %	0	0	Nova Scotia
5241 : Graphic designers and illustrators	Ontario	18	2	11.1 %	24.0 %	4	-2	Ontario
<b>05 : Supervisors</b>		40	9	22.5 %	36.4 %	15	-5	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	27.4 %	1	-1	Calgary
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.6 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	6	0	0.0 %	16.7 %	1	-1	Montréal
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.2 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	24	7	29.2 %	45.8 %	11	-4	Toronto
Employment Equity Occupational Group	Vancouver	3	1	33.3 %	43.4 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	1	50.0 %	15.9 %	0	1	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		89	5	5.6 %	12.3 %	11	-3	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Alberta	1	0	0.0 %	8.6 %	0	0	Alberta
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario	1	0	0.0 %	11.9 %	0	0	Ontario
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Québec	3	0	0.0 %	4.3 %	0	0	Québec
7303 : Supervisors, printing and related occupations	Alberta	13	0	0.0 %	8.1 %	1	-1	Alberta
7303 : Supervisors, printing and related occupations	British Columbia	6	1	16.7 %	20.7 %	1	0	British Columbia
7303 : Supervisors, printing and related occupations	Manitoba	4	0	0.0 %	16.0 %	1	-1	Manitoba
7303 : Supervisors, printing and related occupations	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
7303 : Supervisors, printing and related occupations	Ontario	22	4	18.2 %	19.0 %	4	0	Ontario
7303 : Supervisors, printing and related occupations	Québec	36	0	0.0 %	9.6 %	3	-3	Québec
7303 : Supervisors, printing and related occupations	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		35	4	11.4 %	18.4 %	6	-2	
Employment Equity Occupational Group	Calgary	3	1	33.3 %	16.5 %	0	1	Calgary
Employment Equity Occupational Group	Halifax	3	0	0.0 %	5.8 %	0	0	Halifax

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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability %	Gap #	Recruitment Area
			Representation #	Representation %			
Employment Equity Occupational Group	Montréal	20	1	5.0 %	12.2 %	2	Montréal
Employment Equity Occupational Group	Toronto	7	1	14.3 %	37.3 %	3	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	35.3 %	1	Vancouver
<b>08 : Skilled Sales and Service Personnel</b>		2	0	0.0 %	20.8 %	0	
6221 : Technical sales specialists - wholesale trade	Ontario	2	0	0.0 %	20.8 %	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		1233	121	9.8 %	11.1 %	137	
7233 : Sheet metal workers	Québec	2	0	0.0 %	2.5 %	0	Québec
7242 : Industrial electricians	Alberta	12	1	8.3 %	13.6 %	2	Alberta
7242 : Industrial electricians	British Columbia	5	0	0.0 %	10.3 %	1	British Columbia
7242 : Industrial electricians	Manitoba	2	0	0.0 %	14.3 %	0	Manitoba
7242 : Industrial electricians	Nova Scotia	3	0	0.0 %	0.0 %	0	Nova Scotia
7242 : Industrial electricians	Ontario	17	0	0.0 %	13.4 %	2	Ontario
7242 : Industrial electricians	Québec	11	1	9.1 %	4.1 %	0	Québec
7311 : Construction millwrights and industrial mechanics	Alberta	3	0	0.0 %	8.3 %	0	Alberta
7311 : Construction millwrights and industrial mechanics	British Columbia	5	0	0.0 %	10.5 %	1	British Columbia
7311 : Construction millwrights and industrial mechanics	Manitoba	3	0	0.0 %	9.3 %	0	Manitoba
7311 : Construction millwrights and industrial mechanics	Nova Scotia	5	0	0.0 %	0.0 %	0	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Ontario	20	0	0.0 %	14.1 %	3	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	22	3	13.6 %	2.9 %	1	Québec
7333 : Electrical mechanics	Québec	20	0	0.0 %	6.8 %	1	Québec
7381 : Printing press operators	Alberta	154	43	27.9 %	14.4 %	22	Alberta
7381 : Printing press operators	British Columbia	40	15	37.5 %	33.2 %	13	British Columbia
7381 : Printing press operators	Manitoba	1	0	0.0 %	6.5 %	0	Manitoba
7381 : Printing press operators	Nova Scotia	36	6	16.7 %	0.0 %	0	Nova Scotia





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#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation #	%	Availability %	Gap #		
7381 : Printing press operators	Ontario	295	38	12.9 %	19.5 %	58	-21	Ontario
7381 : Printing press operators	Prince Edward Island	8	0	0.0 %	0.0 %	0	0	Prince Edward Island
7381 : Printing press operators	Québec	554	11	2.0 %	5.9 %	33	-24	Québec
7381 : Printing press operators	Saskatchewan	15	3	20.0 %	0.0 %	0	3	Saskatchewan
<b>10 : Clerical Personnel</b>		<b>301</b>	<b>58</b>	<b>19.3 %</b>	<b>30.4 %</b>	<b>92</b>	<b>-34</b>	
Employment Equity Occupational Group	Calgary	28	9	32.1 %	24.3 %	7	2	Calgary
Employment Equity Occupational Group	Halifax	17	1	5.9 %	7.3 %	1	0	Halifax
Employment Equity Occupational Group	Montréal	91	3	3.3 %	17.4 %	16	-13	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	14.7 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	7	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	104	31	29.8 %	48.1 %	50	-19	Toronto
Employment Equity Occupational Group	Vancouver	33	13	39.4 %	42.3 %	14	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	16	1	6.3 %	17.0 %	3	-2	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		<b>334</b>	<b>37</b>	<b>11.1 %</b>	<b>36.5 %</b>	<b>122</b>	<b>-85</b>	
Employment Equity Occupational Group	Calgary	12	3	25.0 %	29.7 %	4	-1	Calgary
Employment Equity Occupational Group	Halifax	8	0	0.0 %	8.5 %	1	-1	Halifax
Employment Equity Occupational Group	Montréal	110	0	0.0 %	22.2 %	24	-24	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	2.3 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	P.E.I.	2	0	0.0 %	2.9 %	0	0	P.E.I.
Employment Equity Occupational Group	Saskatoon	3	0	0.0 %	11.6 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	177	30	16.9 %	48.9 %	87	-57	Toronto
Employment Equity Occupational Group	Vancouver	6	4	66.7 %	47.5 %	3	1	Vancouver
Employment Equity Occupational Group	Winnipeg	15	0	0.0 %	23.2 %	3	-3	Winnipeg

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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		732	125	17.1 %	43.3 %	317	-192	
Employment Equity Occupational Group	Calgary	48	16	33.3 %	33.1 %	16	0	Calgary
Employment Equity Occupational Group	Halifax	11	0	0.0 %	6.1 %	1	-1	Halifax
Employment Equity Occupational Group	Montréal	166	11	6.6 %	22.7 %	38	-27	Montréal
Employment Equity Occupational Group	Ont. less CMAs	9	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	19.9 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	2	0	0.0 %	1.2 %	0	0	P.E.I.
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.3 %	0	0	Québec
Employment Equity Occupational Group	Saskatoon	11	0	0.0 %	10.8 %	1	-1	Saskatoon
Employment Equity Occupational Group	Toronto	397	73	18.4 %	57.5 %	228	-155	Toronto
Employment Equity Occupational Group	Vancouver	42	21	50.0 %	48.9 %	21	0	Vancouver
Employment Equity Occupational Group	Winnipeg	43	4	9.3 %	27.9 %	12	-8	Winnipeg
<b>13 : Other Sales and Service Personnel</b>		11	1	9.1 %	39.7 %	4	-3	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	10.6 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	24.3 %	0	0	Montréal
Employment Equity Occupational Group	Québec	1	0	0.0 %	4.6 %	0	0	Québec
Employment Equity Occupational Group	Toronto	6	0	0.0 %	52.7 %	3	-3	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	55.9 %	1	0	Vancouver
<b>14 : Other Manual Workers</b>		528	98	18.6 %	29.8 %	157	-59	
Employment Equity Occupational Group	Calgary	24	7	29.2 %	26.7 %	6	1	Calgary
Employment Equity Occupational Group	Halifax	23	1	4.3 %	8.0 %	2	-1	Halifax
Employment Equity Occupational Group	Montréal	237	16	6.8 %	22.1 %	52	-36	Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	2.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	10.4 %	0	0	Ottawa - Gatineau



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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
Employment Equity Occupational Group	P.E.I.	10	0	0.0 %	0.9 %	0	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	1.2 %	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	137	48	35.0 %	51.8 %	71	Toronto
Employment Equity Occupational Group	Vancouver	19	11	57.9 %	47.6 %	9	Vancouver
Employment Equity Occupational Group	Winnipeg	70	15	21.4 %	23.4 %	16	Winnipeg
<b>Total</b>		<b>3842</b>	<b>527</b>	<b>13.7 %</b>	<b>25.6 %</b>	<b>983</b>	

Total may not equal sum of components due to rounding.

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

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### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Recruitment Area
			Representation #	%	Availability %	Gap #	
01/02 : Managers	National	198	1	0.5 %	4.3 %	9	National
03 : Professionals	National	99	2	2.0 %	3.8 %	4	National
04 : Semi-Professionals and Technicians	National	240	1	0.4 %	4.6 %	11	National
05 : Supervisors	National	40	0	0.0 %	13.9 %	6	National
06 : Supervisors: Crafts and Trades	National	89	3	3.4 %	7.8 %	7	National
07 : Administrative and Senior Clerical Personnel	National	35	0	0.0 %	3.4 %	1	National
08 : Skilled Sales and Service Personnel	National	2	0	0.0 %	3.5 %	0	National
09 : Skilled Crafts and Trades Workers	National	1233	23	1.9 %	3.8 %	47	National
10 : Clerical Personnel	National	301	3	1.0 %	7.0 %	21	National
11 : Intermediate Sales and Service Personnel	National	334	1	0.3 %	5.6 %	19	National
12 : Semi-Skilled Manual Workers	National	732	10	1.4 %	4.8 %	35	National
13 : Other Sales and Service Personnel	National	11	0	0.0 %	6.3 %	1	National
14 : Other Manual Workers	National	528	13	2.5 %	5.3 %	28	National
<b>Total</b>		<b>3842</b>	<b>57</b>	<b>1.5 %</b>	<b>4.9 %</b>	<b>189</b>	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2017-12-31

### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



## Workforce Analysis - Detailed Report

Date: 2017-12-31

### WFA Defaults - Persons with Disabilities

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



### Workforce Analysis - Summary Report

Date: 2017-12-31

#### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	26	5	19.2 %	27.4 %	7	-3
02 : Middle and Other Managers	172	58	33.7 %	38.9 %	67	3
03 : Professionals	99	46	46.5 %	40.6 %	40	6
04 : Semi-Professionals and Technicians	240	39	16.3 %	23.5 %	56	-17
05 : Supervisors	40	22	55.0 %	52.9 %	21	1
06 : Supervisors: Crafts and Trades	89	7	7.9 %	32.6 %	29	-23
07 : Administrative and Senior Clerical Personnel	35	20	57.1 %	80.6 %	28	3
08 : Skilled Sales and Service Personnel	2	1	50.0 %	28.7 %	1	0
09 : Skilled Crafts and Trades Workers	1233	143	11.6 %	11.7 %	144	-1
10 : Clerical Personnel	301	163	54.2 %	65.6 %	197	-34
11 : Intermediate Sales and Service Personnel	334	180	53.9 %	63.5 %	212	-32
12 : Semi-Skilled Manual Workers	732	174	23.8 %	19.7 %	144	30
13 : Other Sales and Service Personnel	11	2	18.2 %	54.7 %	6	4
14 : Other Manual Workers	528	130	24.6 %	25.2 %	133	-3
<b>Total</b>	<b>3842</b>	<b>990</b>	<b>25.8 %</b>	<b>28.3 %</b>	<b>1085</b>	<b>55</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2017-12-31

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation #	%	Availability %	#	
01 : Senior Managers	26	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	172	1	0.6 %	2.2 %	4	-3
03 : Professionals	99	0	0.0 %	1.5 %	1	-1
04 : Semi-Professionals and Technicians	240	0	0.0 %	1.2 %	3	-3
05 : Supervisors	40	0	0.0 %	2.1 %	1	-1
06 : Supervisors: Crafts and Trades	89	1	1.1 %	0.5 %	0	1
07 : Administrative and Senior Clerical Personnel	35	0	0.0 %	1.1 %	0	0
08 : Skilled Sales and Service Personnel	2	0	0.0 %	1.0 %	0	0
09 : Skilled Crafts and Trades Workers	1233	21	1.7 %	1.7 %	21	0
10 : Clerical Personnel	301	6	2.0 %	1.8 %	5	1
11 : Intermediate Sales and Service Personnel	334	2	0.6 %	1.4 %	5	-3
12 : Semi-Skilled Manual Workers	732	10	1.4 %	1.7 %	12	-2
13 : Other Sales and Service Personnel	11	0	0.0 %	1.3 %	0	0
14 : Other Manual Workers	528	11	2.1 %	3.3 %	17	-6
<b>Total</b>	<b>3842</b>	<b>52</b>	<b>1.4 %</b>	<b>1.9 %</b>	<b>70</b>	<b>-18</b>

Total may not equal sum of components due to rounding.





### Workforce Analysis - Summary Report

Date: 2017-12-31

#### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	26	1	3.8 %	10.1 %	3	-2
02 : Middle and Other Managers	172	11	6.4 %	15.0 %	26	-9
03 : Professionals	99	22	22.2 %	26.7 %	26	-4
04 : Semi-Professionals and Technicians	240	35	14.6 %	28.1 %	67	-32
05 : Supervisors	40	9	22.5 %	36.4 %	15	-6
06 : Supervisors: Crafts and Trades	89	5	5.6 %	12.3 %	11	-6
07 : Administrative and Senior Clerical Personnel	35	4	11.4 %	18.4 %	6	-2
08 : Skilled Sales and Service Personnel	2	0	0.0 %	20.8 %	0	0
09 : Skilled Crafts and Trades Workers	1233	121	9.8 %	11.1 %	137	-16
10 : Clerical Personnel	301	58	19.3 %	30.4 %	92	-34
11 : Intermediate Sales and Service Personnel	334	37	11.1 %	36.5 %	122	-85
12 : Semi-Skilled Manual Workers	732	125	17.1 %	43.3 %	317	-192
13 : Other Sales and Service Personnel	11	1	9.1 %	39.7 %	4	-3
14 : Other Manual Workers	528	98	18.6 %	29.8 %	157	-59
<b>Total</b>	<b>3842</b>	<b>527</b>	<b>13.7 %</b>	<b>25.6 %</b>	<b>983</b>	<b>-456</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Imprimeries Transcontinental 2005 s.e.n.c.

Workforce Analysis - Summary Report

Date: 2017-12-31

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #
		#	%	%	#	
01/02 : Managers	198	1	0.5 %	4.3 %	9	-8
03 : Professionales	99	2	2.0 %	3.8 %	4	-2
04 : Semi-Professionals and Technicians	240	1	0.4 %	4.6 %	11	-10
05 : Supervisors	40	0	0.0 %	13.9 %	6	-6
06 : Supervisors: Crafts and Trades	89	3	3.4 %	7.8 %	7	-4
07 : Administrative and Senior Clerical Personnel	35	0	0.0 %	3.4 %	1	-1
08 : Skilled Sales and Service Personnel	2	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	1233	23	1.9 %	3.8 %	47	-24
10 : Clerical Personnel	301	3	1.0 %	7.0 %	21	-18
11 : Intermediate Sales and Service Personnel	334	1	0.3 %	5.6 %	19	-18
12 : Semi-Skilled Manual Workers	732	10	1.4 %	4.8 %	35	-25
13 : Other Sales and Service Personnel	11	0	0.0 %	6.3 %	1	-1
14 : Other Manual Workers	528	13	2.5 %	5.3 %	28	-15
<b>Total</b>	<b>3842</b>	<b>57</b>	<b>1.5 %</b>	<b>4.9 %</b>	<b>189</b>	<b>-132</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-12-31

### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



### Workforce Analysis - Summary Report

Date: 2017-12-31

#### WFA Defaults - Persons with Disabilities

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

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

#### TC Transcontinental Printing

2017-12-31

#### Data from First/Previous Workforce Analysis

↓                                  ↓                                  ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	12	31

#### Data from Subsequent/Current Workforce Analysis

↓                                  ↓                                  ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

#### Table 1: Women

##### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Women	
				Representation	Availability*
		#	#	#	%
		01	Senior Managers	26	5
02	Middle & Other Managers	172	58	38.9	
03	Professionals	99	46	40.6	
04	Semi-Professionals & Technicians	240	39	23.5	
05	Supervisors	40	22	52.9	
06	Supervisors: Crafts & Trades	89	7	32.6	
07	Administrative & Senior Clerical Personnel	35	20	80.6	
08	Skilled Sales & Service Personnel	2	1	28.7	
09	Skilled Crafts & Trades Workers	1,233	143	11.7	
10	Clerical Personnel	301	163	70.2	
11	Intermediate Sales & Service Personnel	334	180	63.5	
12	Semi-Skilled Manual Workers	732	174	19.7	
13	Other Sales & Service Personnel	11	2	54.7	
14	Other Manual Workers	528	130	25.2	
<b>Total</b>		<b>3,842</b>	<b>990</b>	<b>0.0</b>	

\* Source:  
2011 National Household Survey

#### Table 5: Women

##### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Women	
				Representation	Availability*
		#	#	#	%
		01	Senior Managers	0	0
02	Middle & Other Managers	0	0	0.0	
03	Professionals	0	0	0.0	
04	Semi-Professionals & Technicians	0	0	0.0	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0.0</b>	

\* Source:

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**TC Transcontinental Printing**

**2017-12-31**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples	
		Representation	Availability*
		#	%
01 Senior Managers	26	0	2.9
02 Middle & Other Managers	172	1	2.2
03 Professionals	99	0	1.5
04 Semi-Professionals & Technicians	240	0	1.2
05 Supervisors	40	0	2.1
06 Supervisors: Crafts & Trades	89	1	0.5
07 Administrative & Senior Clerical Personnel	35	0	1.1
08 Skilled Sales & Service Personnel	2	0	1.0
09 Skilled Crafts & Trades Workers	1,233	21	1.7
10 Clerical Personnel	301	6	1.8
11 Intermediate Sales & Service Personnel	334	2	1.4
12 Semi-Skilled Manual Workers	732	10	1.7
13 Other Sales & Service Personnel	11	0	1.3
14 Other Manual Workers	528	11	3.3
<b>Total</b>	<b>3,842</b>	<b>52</b>	<b>0.0</b>

**\* Source:**  
2011 National Household Survey

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples	
		Representation	Availability*
		#	%
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.0</b>

**\* Source:**  
0

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>TC Transcontinental Printing</b>
<b>2017-12-31</b>

<b>Data from First/Previous Workforce Analysis</b>
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<b>Data from Subsequent/Current Workforce Analysis</b>
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↓	↓	↓
Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	12	31

↓	↓	↓
Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 3: Members of Visible Minorities</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Members of Visible Minorities</b>	
			<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>#</b>	<b>%</b>
01	Senior Managers	26	1	10.1
02	Middle & Other Managers	172	11	15.0
03	Professionals	99	22	26.7
04	Semi-Professionals & Technicians	240	35	28.1
05	Supervisors	40	9	36.4
06	Supervisors: Crafts & Trades	89	5	12.3
07	Administrative & Senior Clerical Personnel	35	4	18.4
08	Skilled Sales & Service Personnel	2	0	20.8
09	Skilled Crafts & Trades Workers	1,233	121	11.1
10	Clerical Personnel	301	58	30.4
11	Intermediate Sales & Service Personnel	334	37	36.5
12	Semi-Skilled Manual Workers	732	125	43.3
13	Other Sales & Service Personnel	11	1	39.7
14	Other Manual Workers	528	98	29.8
<b>Total</b>		<b>3,842</b>	<b>527</b>	<b>0.0</b>

<b>Table 7: Members of Visible Minorities</b>			<b>Subsequent/Current Workforce Analysis</b>				
			<b>All Employees</b>			<b>Members of Visible Minorities</b>	
				<b>Representation</b>	<b>Availability*</b>		
				<b>#</b>	<b>%</b>		
		<b>#</b>	<b>#</b>	<b>%</b>			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
		0	0	0.0			
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0.0</b>			

<b>* Source:</b>
2011 National Household Survey

<b>* Source:</b>
0

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**TC Transcontinental Printing**  
**2017-12-31**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

**Employment Equity Occupational Group (EEOG)**

Table 4: Persons with Disabilities			
First/Previous Workforce Analysis			
	All Employees	Persons with Disabilities	
		Representation	Availability*
	#	#	%
01/02 Managers	198	1	4.3
03 Professionals	99	2	3.8
04 Semi-Professionals & Technicians	240	1	4.6
05 Supervisors	40	0	13.9
06 Supervisors: Crafts & Trades	89	3	7.8
07 Administrative & Senior Clerical Personnel	35	0	3.4
08 Skilled Sales & Service Personnel	2	0	3.5
09 Skilled Crafts & Trades Workers	1,233	23	3.8
10 Clerical Personnel	301	3	7.0
11 Intermediate Sales & Service Personnel	334	1	5.6
12 Semi-Skilled Manual Workers	732	10	4.8
13 Other Sales & Service Personnel	11	0	6.3
14 Other Manual Workers	528	13	5.3
<b>Total</b>	<b>3,842</b>	<b>57</b>	<b>0.0</b>

Table 8: Persons with Disabilities			
Subsequent/Current Workforce Analysis			
	All Employees	Persons with Disabilities	
		Representation	Availability*
	#	#	%
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.0</b>

**\* Source:**  
 2011 National Household Survey

**\* Source:**



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**TC Transcontinental Printing**

43100

Start Date of Flow Data		
YYYY	MM	DD

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			
↓	↓	↓	↓

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

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

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

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

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

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

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**TC Transcontinental Printing**

43100

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	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**

**TC Transcontinental Printing**

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Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

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

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

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Federal Contractors Program Achievement Report

### Part 2: Flow Data Analysis

### TC Transcontinental Printing

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Start Date of Flow Data		
YYYY	MM	DD
0	0	0

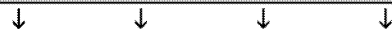
End Date of Flow Data		
YYYY	MM	DD
0	0	0

#### Data from Form 4 - Employees Hired



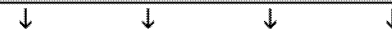
#### Table 4: Members of Visible Minorities

#### Data from Form 5 - Employees Promoted



#### Table 8: Members of Visible Minorities

#### Data from Form 6 - Employees Terminated



#### Table 12: Members of Visible Minorities

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

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

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**TC Transcontinental Printing**

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**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 <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 1: Women**

Employment Equity Occupational Group (EOG)	All Employees																		First/Previous Short-term Goals																		Women																	
	Number	Growth (New Positions)						Turnover (Replacement of Terminated Employees)						Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)						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		YYYY - YYYY																																
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2017-12-31			Annually	Over 3 Years	Over 3 Years	2017	2020																																		
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	%	#	#	%	%																																		
01 Senior Managers	26	-100.0%	0.0%	0	0.0%	-5.0%	-4	-4	5	-5.0%	-1	1	-1	27.4%	27.4%	-2	-2	19.2%	19.2%																																			
02 Middle & Other Managers	172	-100.0%	0.0%	0	0.0%	-7.0%	-36	-36	58	-7.0%	-12	-3	-14	38.9%	38.9%	-9	-11	33.7%	32.6%																																			
03 Professionals	99	-100.0%	0.0%	0	0.0%	-5.0%	-15	-15	46	-5.0%	-7	-13	-6	40.6%	40.6%	6	7	46.5%	47.5%																																			
04 Semi-Professionals & Tech	240	-100.0%	0.0%	0	0.0%	-6.0%	-43	-43	39	-6.0%	-7	10	-10	23.5%	23.5%	-17	-20	16.3%	15.0%																																			
05 Supervisors	40	-100.0%	0.0%	0	0.0%	-5.0%	-6	-6	22	-5.0%	-3	-4	0	0.0%	52.9%	1	4	55.0%	62.5%																																			
06 Supervisors: Crafts & Trades	89	-100.0%	0.0%	0	0.0%	-5.0%	-13	-13	7	-5.0%	-1	21	-4	32.6%	32.6%	-22	-25	7.9%	4.5%																																			
07 Administrative & Sr Clerical	35	-100.0%	0.0%	0	0.0%	-5.0%	-5	-5	20	-5.0%	-3	5	0	0.0%	80.6%	-8	-5	57.1%	65.7%																																			
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	0.0%	28.7%	0	0	50.0%	50.0%																																			
09 Skilled Crafts & Trades	1,233	-100.0%	0.0%	0	0.0%	-7.0%	-259	-259	143	-7.0%	-30	-29	-30	11.7%	11.7%	-1	-1	11.6%	11.6%																																			
10 Clerical Personnel	301	-100.0%	0.0%	0	0.0%	-7.0%	-63	-63	163	-7.0%	-34	14	0	0.0%	70.2%	-48	-14	54.2%	65.4%																																			
11 Intermediate Sales & Service	334	-100.0%	0.0%	0	0.0%	-5.0%	-50	-50	180	-5.0%	-27	5	-32	63.5%	63.5%	-32	-37	53.9%	52.4%																																			
12 Semi-Skilled Manual	732	-100.0%	0.0%	0	0.0%	-7.0%	-154	-154	174	-7.0%	-37	-67	-31	20.0%	19.7%	30	36	23.8%	24.6%																																			
13 Other Sales & Service	11	-100.0%	0.0%	0	0.0%	-5.0%	-2	-2	2	-5.0%	0	4	-1	54.7%	54.7%	-4	-5	18.2%	9.1%																																			
14 Other Manual Workers	528	-100.0%	0.0%	0	0.0%	-7.0%	-111	-111	130	-7.0%	-27	-24	-28	25.2%	25.2%	-3	-4	24.6%	24.4%																																			
Total	3,842	-100.0%	0.0%	0	0.0%	0.0%	0	0	990	0.0%	0	-990	0	0.0%	0.0%	990	990	25.8%	25.8%																																			

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis ÷ (Total number of employees from Previous Workforce Analysis ÷ Total number of employees from Current

Workforce Analysis) ÷ 2) x 100.

**Table 2: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	-1	27.4	2	27.4	All opportunities to downsize at this level will be taken and very few opportunities to hire at this level in the market, most would be internal promotions
02 Middle & Other Managers					Currently at 87% of market, will sustain to best of our ability.
03 Professionals					Currently above 100%, will maintain to best of ability
04 Semi-Professionals & Tech	-10	23.5	20	23.5	Most hiring for this level will be support functions such as finance and HR
05 Supervisors					above 50% of population and 80% of target, no gap
06 Supervisors: Crafts & Trades	-4	32.6	25	32.6	Very hard to find this skill set on the market for printing, colleges are reducing offering, printing is not an indemand career
07 Administrative & Sr Clerical					above 50% of population and 80% of target, no gap
08 Skilled Sales & Service					above 50% of population and 80% of target, no gap
09 Skilled Crafts & Trades					above 80%, will strive to maintain
10 Clerical Personnel					above 50% of population and 80% of target, no gap
11 Intermediate Sales & Service					above 50% of population and 80% of target, no gap
12 Semi-Skilled Manual					above 80%, will strive to maintain
13 Other Sales & Service	-1	54.7	5	54.7	May be able to close as we move from Intermediate sales roles to "other"

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**Part 3: Goals**

**TC Transcontinental Printing**

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14	Other Manual Workers					above 80%, will strive to maintain
Total		0	0.0	0	0.0	Long term goals set to meet the representation, achievement of this will be very unlikely due to no growth in positions, declining marketplace, limited interest in Manufacturing by employees

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**TC Transcontinental Printing**

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**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 <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 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	26	-100.0%	0.0%	0	0.0%	-5.0%	-4	-4	0	-5.0%	0	1	0	0.0%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	172	-100.0%	0.0%	0	0.0%	-7.0%	-36	-36	1	-7.0%	0	3	-1	2.2%	2.2%	-3	-4	0.6%	0.0%
03 Professionals	99	-100.0%	0.0%	0	0.0%	-5.0%	-15	-15	0	-5.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	240	-100.0%	0.0%	0	0.0%	-6.0%	-43	-43	0	-6.0%	0	3	-1	1.2%	1.2%	-3	-4	0.0%	-0.4%
05 Supervisors	40	-100.0%	0.0%	0	0.0%	-5.0%	-6	-6	0	-5.0%	0	1	0	2.1%	2.1%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	89	-100.0%	0.0%	0	0.0%	-5.0%	-13	-13	1	-5.0%	0	-1	0	0.5%	0.5%	1	1	1.1%	1.1%
07 Administrative & Sr Clerical	35	-100.0%	0.0%	0	0.0%	-5.0%	-5	-5	0	-5.0%	0	0	0	1.1%	1.1%	0	0	0.0%	0.0%
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.0%	1.0%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	1,233	-100.0%	0.0%	0	0.0%	-7.0%	-259	-259	21	-7.0%	-4	-4	-4	1.7%	1.7%	0	0	1.7%	1.7%
10 Clerical Personnel	301	-100.0%	0.0%	0	0.0%	-7.0%	-63	-63	6	-7.0%	-1	-2	-1	1.8%	1.8%	1	1	2.0%	2.0%
11 Intermediate Sales & Service	334	-100.0%	0.0%	0	0.0%	-5.0%	-50	-50	2	-5.0%	0	3	-1	1.4%	1.4%	-3	-4	0.6%	0.3%
12 Semi-Skilled Manual	732	-100.0%	0.0%	0	0.0%	-7.0%	-154	-154	10	-7.0%	-2	0	-3	1.7%	1.7%	-2	-3	1.4%	1.2%
13 Other Sales & Service	11	-100.0%	0.0%	0	0.0%	-5.0%	-2	-2	0	-5.0%	0	0	0	1.3%	1.3%	0	0	0.0%	0.0%
14 Other Manual Workers	528	-100.0%	0.0%	0	0.0%	-7.0%	-111	-111	11	-7.0%	-2	4	-4	3.3%	3.3%	-6	-8	2.1%	1.7%
Total	3,842	-100.0%	0.0%	0	0.0%	0.0%	0	0	52	0.0%	0	-52	0	0.0%	0.0%	52	52	1.4%	1.4%

† 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 (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	1	2.9	All opportunities to downsize at this level will be taken and very few oppourtunities to hire at this level in the market, most would be internal promotions
02 Middle & Other Managers	-1	2.2	4	2.2	All opportunities to downsize at this level will be taken and very few oppourtunities to hire at this level in the market, most would be internal promotions
03 Professionals	0	1.5	1	1.5	no gap
04 Semi-Professionals & Tech	-1	1.2	4	1.2	Most hiring for this level will be support functions such as finance and HR
05 Supervisors	0	2.1	1	0.5	Will need to recruit from within most likely
06 Supervisors: Crafts & Trades					no gap
07 Administrative & Sr Clerical					no gap
08 Skilled Sales & Service					at 50%
09 Skilled Crafts & Trades					no gap
10 Clerical Personnel					current representation above availability
11 Intermediate Sales & Service	-1	1.4	4	1.4	most likely an area we will reduce even more than outlined above and move to semi-professional roles
12 Semi-Skilled Manual					no gap, at 80% of availability but will need to maintain
13 Other Sales & Service					no gap

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**Part 3: Goals**

**TC Transcontinental Printing**

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14	Other Manual Workers	-4	3.3	8	3.3	most likely an area we will try to automate to overcome the recruiting challenges currently being faced.
Total		0	0.0	0	0.0	Long term goals set to meet the representation, achievement of this will be very unlikely due to no growth in positions, declining marketplace, limited interest in Manufacturing by employees



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**Part 3: Goals**

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**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 <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 + 1	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	First/Previous Short-term Goals											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	
			Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	Present Availability		Present Gap	Projected Gap						Present Representation
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	2017-12-31	2017-12-31	Annually	Over 3 Years	2017	2020	%	%	%	#	#	%	%
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	198	-100.0%	0.0%	0	0.0%	-7.0%	-42	-42	1	-7.0%	0	8	-2	4.3%	4.3%	-8	-10	0.5%	-0.5%		
03 Professionals	99	-100.0%	0.0%	0	0.0%	-5.0%	-15	-15	2	-5.0%	0	2	-1	3.8%	3.8%	-2	-3	2.0%	1.0%		
04 Semi-Professionals & Tech	240	-100.0%	0.0%	0	0.0%	-6.0%	-43	-43	1	-6.0%	0	10	-2	4.6%	4.6%	-10	-12	0.4%	-0.4%		
05 Supervisors	40	-100.0%	0.0%	0	0.0%	-5.0%	-6	-6	0	-5.0%	0	6	-1	13.9%	13.9%	-6	-7	0.0%	-2.5%		
06 Supervisors: Crafts & Trades	89	-100.0%	0.0%	0	0.0%	-5.0%	-13	-13	3	-5.0%	0	4	-1	7.8%	7.8%	-4	-5	3.4%	2.2%		
07 Administrative & Sr Clerical	35	-100.0%	0.0%	0	0.0%	-5.0%	-5	-5	0	-5.0%	0	1	0	3.4%	3.4%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	1,233	-100.0%	0.0%	0	0.0%	-7.0%	-259	-259	23	-7.0%	-5	19	-10	3.8%	3.8%	-24	-29	1.9%	1.5%		
10 Clerical Personnel	301	-100.0%	0.0%	0	0.0%	-7.0%	-63	-63	3	-7.0%	-1	17	-4	7.0%	7.0%	-18	-21	1.0%	0.0%		
11 Intermediate Sales & Service	334	-100.0%	0.0%	0	0.0%	-5.0%	-50	-50	1	-5.0%	0	18	-3	5.6%	5.6%	-18	-21	0.3%	-0.6%		
12 Semi-Skilled Manual	732	-100.0%	0.0%	0	0.0%	-7.0%	-154	-154	10	-7.0%	-2	23	-7	4.8%	4.8%	-25	-30	1.4%	0.7%		
13 Other Sales & Service	11	-100.0%	0.0%	0	0.0%	-5.0%	-2	-2	0	-5.0%	0	1	0	6.3%	6.3%	-1	-1	0.0%	0.0%		
14 Other Manual Workers	528	-100.0%	0.0%	0	0.0%	-7.0%	-111	-111	13	-7.0%	-3	12	-6	5.3%	5.3%	-15	-18	2.5%	1.9%		
Total	3,842	-100.0%		0	0.0%		0	0	57	0.0%	0	-57	0			0.0%	57	57	1.5%	1.5%	

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

‡ 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	-2	4.3	10	4.3%	All opportunities to downsize at this level will be taken and very few oppourtunities to hire at this level in the market, most would be internal promotions
03 Professionals	-1	3.8	3	3.8%	Most hiring for this level will be support functions such as finance and HR
04 Semi-Professionals & Tech	-2	4.6	12	4.6%	Most hiring for this level will be support functions such as finance and HR
05 Supervisors	-1	13.9	7	13.9%	
06 Supervisors: Crafts & Trades	-1	7.8	5	7.8%	Very hard to find this skill set on the market for printing, colleges are reducing offering, printing is not an indemand career
07 Administrative & Sr Clerical	0	3.4	1	3.4%	
08 Skilled Sales & Service	0	3.5	0	3.5%	no gap
09 Skilled Crafts & Trades	-10	3.8	29	3.8%	manufacturing is hard to recruit for, we will try to automate and shift work is not attractive to people, attraction of new employees is a challenge
10 Clerical Personnel	-4	7.0	21	7.0%	
11 Intermediate Sales & Service	-3	5.6	21	5.6%	most likely an area we will reduce even more than outlined above and move to semi-professional roles
12 Semi-Skilled Manual	-7	4.8	30	4.8%	Will try to automate, manufacturing not popular for millenials and shift work is not attractive, very hard to recruit
13 Other Sales & Service	0	6.3	1	6.3%	May be able to close as we move from Intermediate sales roles to "other"
14 Other Manual Workers	-6	5.3	18	5.3%	most likely an area we will try to automate to overcome the recruiting challenges currently being faced.
Total	0	0.0	0	0.0	Long term goals set to meet the representation, achievement of this will be very unlikely due to no growth in positions, declining marketplace, limited interest in Manufacturing by e

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**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	All Employees																	First/Previous Short-term Goals				Members of Visible Minorities			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years						
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY												
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020													
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%							
01 Senior Managers	26	-100.0%	0.0%	0	0.0%	-5.0%	-4	-4	1	-5.0%	0	2	0	10.1%	10.1%	-2	-2	3.8%	3.8%						
02 Middle & Other Managers	172	-100.0%	0.0%	0	0.0%	-7.0%	-36	-36	11	-7.0%	-2	13	-5	15.0%	15.0%	-15	-18	6.4%	4.7%						
03 Professionals	99	-100.0%	0.0%	0	0.0%	-5.0%	-15	-15	22	-5.0%	-3	1	-4	26.7%	26.7%	-4	-5	22.2%	21.2%						
04 Semi-Professionals & Tech	240	-100.0%	0.0%	0	0.0%	-6.0%	-43	-43	35	-6.0%	-6	26	-12	28.1%	28.1%	-32	-38	14.6%	12.1%						
05 Supervisors	40	-100.0%	0.0%	0	0.0%	-5.0%	-6	-6	9	-5.0%	-1	5	-2	36.4%	36.4%	-6	-7	22.5%	20.0%						
06 Supervisors: Crafts & Trades	89	-100.0%	0.0%	0	0.0%	-5.0%	-13	-13	5	-5.0%	-1	5	-2	12.3%	12.3%	-6	-7	5.6%	4.5%						
07 Administrative & Sr Clerical	35	-100.0%	0.0%	0	0.0%	-5.0%	-5	-5	4	-5.0%	-1	1	-1	18.4%	18.4%	-2	-2	11.4%	11.4%						
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	20.8%	20.8%	0	0	0.0%	0.0%						
09 Skilled Crafts & Trades	1,233	-100.0%	0.0%	0	0.0%	-7.0%	-259	-259	121	-7.0%	-25	-9	-29	11.1%	11.1%	-16	-20	9.8%	9.5%						
10 Clerical Personnel	301	-100.0%	0.0%	0	0.0%	-7.0%	-63	-63	58	-7.0%	-12	22	-19	30.4%	30.4%	-34	-41	19.3%	16.9%						
11 Intermediate Sales & Service	334	-100.0%	0.0%	0	0.0%	-5.0%	-50	-50	37	-5.0%	-6	79	-18	36.5%	36.5%	-85	-97	11.1%	7.5%						
12 Semi-Skilled Manual	732	-100.0%	0.0%	0	0.0%	-7.0%	-154	-154	125	-7.0%	-26	166	-67	43.3%	43.3%	-192	-233	17.1%	11.5%						
13 Other Sales & Service	11	-100.0%	0.0%	0	0.0%	-5.0%	-2	-2	1	-5.0%	0	3	-1	39.7%	39.7%	-3	-4	9.1%	0.0%						
14 Other Manual Workers	528	-100.0%	0.0%	0	0.0%	-7.0%	-111	-111	98	-7.0%	-21	38	-33	29.8%	29.8%	-59	-71	18.6%	16.3%						
Total	3,842	-100.0%	0.0%	0	0.0%	0.0%	0	0	527	0.0%	0	-527	0	0.0%	0.0%	527	527	13.7%	13.7%						

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis ÷ ((Total number of employees from Previous Workforce Analysis ÷ Total number of employees from Current

Workforce Analysis) ÷ 2) x 100.

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	2	10.3	All opportunities to downsize at this level will be taken and very few oppourtunities to hire at this level in the market, most would be internal promotions
02 Middle & Other Managers	-5	15.0	18	15.0	All opportunities to downsize at this level will be taken and very few oppourtunities to hire at this level in the market, most would be internal promotions
03 Professionals					Above 80% of availability
04 Semi-Professionals & Tech	-12	28.1	38	28.1	Most hiring for this level will be support functions such as finance and HR
05 Supervisors	-2	36.4	7	36.4	we recruit internally, we need to look at levels below to source
06 Supervisors: Crafts & Trades	-2	12.3	7	12.3	Very hard to find this skill set on the market for printing, colleges are reducing offering, printing is not an indemand career
07 Administrative & Sr Clerical	-1	18.4	2	18.4	
08 Skilled Sales & Service	0	20.8	0	20.8	
09 Skilled Crafts & Trades			20	11.1	
10 Clerical Personnel	-19	30.4	41	30.4	This is a position that will decline, not likely to achieve
11 Intermediate Sales & Service	-18	36.5	97	36.5	most likely an area we will reduce even more than outlined above and move to semi-professional roles, no opportunity to achieve this goal
12 Semi-Skilled Manual	-67	43.3	233	43.3	Will try to automate, manufacturing not popular for millenials and shift work is not attractive, very hard to recruit. This will not be achieved
13 Other Sales & Service	-1	39.7	4	39.7	May be able to close as we move from Intermediate sales roles to "other"

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14	Other Manual Workers	-33	29.8	71	29.8	most likely an area we will try to automate to overcome the recruiting challenges currently being faced.
Total		0	0.0	0	0.0	Long term goals set to meet the representation, achievement of this will be very unlikely due to no growth in positions, declining marketplace, limited interest in Manufacturing by employees

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**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**

Employment Equity Occupational Group (EOG)	All Employees												Subsequent/Current Short-term Goals							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	From - To		Y Y Y Y - Y Y Y Y								
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years	0	3	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	-100.0%		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	-100.0%		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 (EOG)	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	

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Total		0.0	0.0
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**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	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
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	0					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
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	-100.0%		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	-100.0%		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 (EOG)	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	

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Total		0.0	0.0
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**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 + 1	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										
		Growth (New Positions)		Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	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		
		Number	Actual		Projected			Number	Over 3 Years		From - To	0						3	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Over 3 Years	From - To	0	3							
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	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	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		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	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		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	#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	#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	#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	#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	#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	#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	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	-100.0%		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	#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		

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**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**

Employment Equity Occupational Group (EOG)	All Employees											Subsequent/Current Short-term Goals								
	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	Over 3 Years		Over 3 Years	From - To						Present Availability
	--	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	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	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	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	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	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		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	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	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	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	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	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	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	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		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	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 ÷ (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 (EOG)	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	

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**Part 3: Goals**

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Total		0.0	0.0
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**Part 4: Results - Women**

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<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	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2017	26	5	19.2	27.4	7	-2	70.2																	
	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
02 Middle & Other Managers	2017	172	58	33.7	38.9	67	-9	86.7																	
	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
03 Professionals	2017	99	46	46.5	40.6	40	6	114.4																	
	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
04 Semi-Professionals & Technicians	2017	240	39	16.3	23.5	56	-17	69.1																	
	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
05 Supervisors	2017	40	22	55.0	52.9	21	1	104.0																	
	0	0	0	0.0	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	2017	89	7	7.9	32.6	29	-22	24.1																	
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	-1	0.0	27.4	0.0	2	0.0	27.4	0.0	Typically will hire internally, and will eliminate positions as people turnover. will be a challenge to close	
	3	0	0	0.0		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	At 86 % of target availability	
	3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	above 100%	
	3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	-10	0.0	23.5	0.0	20	0.0	23.5	0.0	Will be an area to decline as we look to streamline but will look to identify recruitment opportunities, strong gender divers	
	3	0	0	0.0		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	above 100% of available and at 55% of population	
	3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	-4	0.0	32.6	0.0	25	0.0	32.6	0.0	Very challenging in manufacturing due to shifts, less interest in millennials in manufacturing therefore limited pool to draw	
	3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		

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**Part 4: Results - Women**

**TC Transcontinental Printing**

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<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				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2017	35	20	57.1	80.6	28	-8	70.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2017	2	1	50.0	28.7	1	0	174.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2017	1,233	143	11.6	11.7	144	-1	99.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2017	301	163	54.2	70.2	211	-48	77.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2017	334	180	53.9	63.5	212	-32	84.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2017	732	174	23.8	19.7	144	30	120.7	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				All Employees	Women				All Employees	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Already at 50% plus representation		
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Already at 50% representation	
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	No gap, at 99% of target	
10	Clerical Personnel	0	0	0	0.0	0	0	0.0	0.0	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Already at 50% plus representation	
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Sales are in decline, moving to more account management but at junior levels, account mgmt may be more attractive than	
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	At 120% of target

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**TC Transcontinental Printing**

**43100**

<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	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2017	11	2	18.2	54.7	6	-4	33.2																	
	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
14 Other Manual Workers	2017	528	130	24.6	25.2	133	-3	97.7																	
	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
Total	2017	3,842	990	25.8	0.0	0	990	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	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	-1	0.0	54.7	0.0	5	0.0	54.7	0.0	Will focus on relationships with schools to attract customer service for move into sales roles		
	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	At 97% of target		
	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 5: Results - Aboriginal Peoples**

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<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	2017	26	0	0.0	2.9	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
02 Middle & Other Managers	2017	172	1	0.6	2.2	4	-3	26.4																
	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
03 Professionals	2017	99	0	0.0	1.5	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2017	240	0	0.0	1.2	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
05 Supervisors	2017	40	0	0.0	2.1	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
06 Supervisors: Crafts & Trades	2017	89	1	1.1	0.5	0	1	224.7																
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	1	0.0	2.9	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	2.2	0.0	0.0	4	0.0	2.2	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	1.5	0.0	0.0	1	0.0	1.5	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	-1	0.0	1.2	0.0	0.0	4	0.0	1.2	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	2.1	0.0	0.0	1	0.0	0.5	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	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**

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<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	2017	35	0	0.0	1.1	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2017	2	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2017	1,233	21	1.7	21	0	100.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2017	301	6	2.0	1.8	5	1	110.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2017	334	2	0.6	1.4	5	-3	42.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2017	732	10	1.4	1.7	12	-2	80.4	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			Aboriginal Peoples				Aboriginal Peoples									
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met								
#	#	%	#	%	#	%	#	%	#	%									
07	Administrative & Senior Clerical	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	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	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	-1	0.0	1.4	0.0	4	0.0	1.4	0.0	0	0.0	0	0.0	Typically an internally recruited position, will need to look at levels below for development
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	0.0	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**TC Transcontinental Printing**

**43100**

<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				EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
13 Other Sales & Service Personnel	2017	11	0	0.0	1.3	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
14 Other Manual Workers	2017	528	11	2.1	3.3	17	-6	63.1																		
	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		
Total	2017	3,842	52	1.4	0.0	0	52	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	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		
14 Other Manual Workers	0	0	0	0.0	-4	0.0	3.3	0.0	8	0.0	3.3	0.0	Need to identify some recruiting options/sources to broaden scope of applicants	
	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**

**TC Transcontinental Printing**

**43100**

<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	2017	198	1	0.5	4.3	9	-8	11.7																	
	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
03 Professionals	2017	99	2	2.0	3.8	4	-2	53.2																	
	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
04 Semi-Professionals & Technicians	2017	240	1	0.4	4.6	11	-10	9.1																	
	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
05 Supervisors	2017	40	0	0.0	13.9	6	-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
06 Supervisors: Crafts & Trades	2017	89	3	3.4	7.8	7	-4	43.2																	
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				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	-2	0.0	4.3	0.0	10	0.0	0.0	0.0	Limited growth, mostly internal, will continue to educate employees or disclosing and will try to source at the technician level to develop pool of candidates	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	-1	0.0	3.8	0.0	3	0.0	0.0	0.0	These positions are more likely to be eliminated as turnover occurs, will work on source of candidates	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	-2	0.0	4.6	0.0	12	0.0	0.0	0.0	Need to identify a way to source candidates, schools are not offering these options anymore so not easy to identify interest	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	-1	0.0	13.9	0.0	7	0.0	0.1	0.0	Recruitment is almost entirely internal, will need to work on source	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	-1	0.0	7.8	0.0	5	0.0	0.1	0.0	as above	
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07	Administrative & Senior Clerical	2017	35	0.0	3.4	1	-1	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2017	2	0.0	3.5	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	2017	1,233	23.0	3.8	47	-24	49.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2017	301	3.0	7.0	21	-18	14.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2017	334	1.0	5.6	19	-18	5.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2017	732	10.0	4.8	35	-25	28.5	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		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	3.4	0.0	1	0.0	0.0	0.0	need to identify alternative sources	
08	Skilled Sales & Service Personnel	0	0	0	0	0.0	3.5	0.0	0	0.0	0.0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0	-10	0.0	3.8	0.0	29	0.0	0.0	0.0	Manufacturing is not an attractive career choice and shift work, will need to look at sourcing options	
10	Clerical Personnel	0	0	0	-4	0.0	7.0	0.0	21	0.0	0.1	0.0	these positions are likely to be targets for elimination as industry declines	
11	Intermediate Sales & Service Personnel	0	0	0	-3	0.0	5.6	0.0	21	0.0	0.1	0.0	Sales we are not growing, very limited if any opportunity to place new candidates	
12	Semi-Skilled Manual Workers	0	0	0	-7	0.0	4.8	0.0	30	0.0	0.0	0.0	Manufacturing is not an attractive career choice and shift work, will need to look at sourcing options	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities									All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference				
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#		
13	Other Sales & Service Personnel	2017	11	0	0.0	6.3	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
14	Other Manual Workers	2017	528	13	2.5	5.3	28	-15	46.5																
		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
Total		2017	3,842	57	1.5	0.0	0	57	0.0																
		0	0	0	0.0	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	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	6.3	0.0	1	0.0	0.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	-6	0.0	5.3	0.0	18	0.0	0.1	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

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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 × 100	Part 1: Workforce Analysis	D × G ÷ 100	E - H	E ÷ H × 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K × 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P × 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U × 100	U × 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	2017	26	1	3.8	10.1	3	-2	38.1																	
	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
02 Middle & Other Managers	2017	172	11	6.4	15.0	26	-15	42.6																	
	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
03 Professionals	2017	99	22	22.2	26.7	26	-4	83.2																	
	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
04 Semi-Professionals & Technicians	2017	240	35	14.6	28.1	67	-32	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
05 Supervisors	2017	40	9	22.5	36.4	15	-6	61.8																	
	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
06 Supervisors: Crafts & Trades	2017	89	5	5.6	12.3	11	-6	45.7																	
	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

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D × 100	Part 3: Goals	E ÷ G × 100	Part 3: Goals	F ÷ I × 100	Part 3: Goals	E ÷ K × 100	Part 3: Goals	F ÷ M × 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			Goal	Visible Minorities			Goal	Visible Minorities				Goal	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	10.1	0.0	2	0.0	10.3	0.0	Very big challenge, hire internally and will reduce positions					
	3	0	0	0.0			0.0	0.0			0.0	0.0						
02 Middle & Other Managers	0	0	0	0.0	-5	0.0	15.0	0.0	18	0.0	15.0	0.0	as above, need to look at positions below for possible candidates					
	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	no gap, above 80%					
	3	0	0	0.0			0.0	0.0			0.0	0.0						
04 Semi-Professionals & Technicians	0	0	0	0.0	-12	0.0	28.1	0.0	38	0.0	28.1	0.0	challenge with limited hiring, will need to review candidate pools					
	3	0	0	0.0			0.0	0.0			0.0	0.0						
05 Supervisors	0	0	0	0.0	-2	0.0	36.4	0.0	7	0.0	36.4	0.0	will hire internally most likely, need to review recruitment pools					
	3	0	0	0.0			0.0	0.0			0.0	0.0						
06 Supervisors: Crafts & Trades	0	0	0	0.0	-2	0.0	12.3	0.0	7	0.0	12.3	0.0	as above, need to look at positions below for possible candidates					
	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**

**TC Transcontinental Printing**

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<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							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2017	35	4	11.4	18.4	6	-2	62.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2017	2	0	0.0	20.8	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	2017	1,233	121	9.8	11.1	137	-16	88.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2017	301	58	19.3	30.4	92	-34	63.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2017	334	37	11.1	36.5	122	-85	30.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2017	732	125	17.1	43.3	317	-192	39.4	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			
#	#	%	%	#	%	%	#	%	%	#	%	%		
07	Administrative & Senior Clerical	0	0	0	0.0	-1	0.0	18.4	0.0	2	0.0	18.4	0.0	Need to review candidate sourcing for opportunities
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	20.8	0.0	0	0.0	20.8	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	20	0.0	11.1	0.0	Will need to look at sourcing
10	Clerical Personnel	0	0	0	0.0	-19	0.0	30.4	0.0	41	0.0	30.4	0.0	Need to review candidate sourcing for opportunities, not likely to achieve
11	Intermediate Sales & Service Personnel	0	0	0	0.0	-18	0.0	36.5	0.0	97	0.0	36.5	0.0	very big challenge to have new positions at this level, will need to review source positions for this. This will not be achieved
12	Semi-Skilled Manual Workers	0	0	0	0.0	-67	0.0	43.3	0.0	233	0.0	43.3	0.0	Need to review candidate sourcing for opportunities, this will not be achieved

**Federal Contractors Program Achievement Report**

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

**TC Transcontinental Printing**

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<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							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13	Other Sales & Service Personnel	2017	11	1	9.1	39.7	4	-3	22.9																
		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
14	Other Manual Workers	2017	528	98	18.6	29.8	157	-59	62.3																
		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
Total		2017	3,842	527	13.7	0.0	0	527	0.0																
		0	0	0	0.0	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			Goal	Visible Minorities			Goal	Visible Minorities			
			Actual	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	-1	0.0	39.7	0.0	4	0.0	39.7	0.0	Work with schools to broaden sourcing options
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	-33	0.0	29.8	0.0	71	0.0	29.8	0.0	need to review candidate pools, create relationships with organizations to hire. This is not achievable
		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>TC Transcontinental Printing</b>
<b>43100</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.

We are in a declining industry with volumes decreasing between 5-20% in various lines of business. We have closed many locations in the last 5 years, staff size has decreased by almost 50%. The move away from advertising in newspapers and magazines to on-line is one of the main contributing factors. Automation is an additional opportunity to maintain or reduce our costs but it has a negative impact on employee levels. This is expected to continue.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted]

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

[Redacted]

- Other.

[Redacted]

**Additional Details**

Please provide any additional information (optional):

We are in a declining industry with volumes decreasing between 5-20% in various lines of business. We have closed many locations in the last 5 years, staff size has decreased by almost 50%. The move away from advertising in newspapers and magazines to on-line is one of the main contributing factors. Automation is an additional opportunity to maintain or reduce our costs but it has a negative impact on employee levels. This is expected to continue. We have estimated turnover at 5%

## SELF-IDENTIFICATION QUESTIONNAIRE

### EMPLOYMENT EQUITY

#### Introduction

As a result of securing business from the Government of Canada, our business unit must now participate in the Federal Contractors Program and implement an Employment Equity program.

#### What Is Employment Equity

Employment Equity is a program legislated by the federal Employment Equity Act and the Federal Contractors Program to remove barriers to employment for Aboriginal peoples, persons with disabilities, members of visible minorities and women.

An employment equity program attempts to achieve:

- A workforce that reflects the diversity of the available labour force
- Employment systems, policies and practices that support the recruitment, retention and promotion of designated group members
- Employment systems that ensure all employees have an equitable opportunity to develop their abilities, realize their expectations and make the best contribution possible to the workplace

#### Support We Need From All Employees

All employees in the designated legal entity are being asked to complete a survey to help us determine if our workforce reflects the available labour force and where gaps may exist. The survey is confidential and all information will be kept strictly confidential by the employees responsible for employment equity.

When completing the questionnaire, it is important to know that women can belong to more than one group. However, the definitions for aboriginals and visible minorities are mutually exclusive, which means that a person can only identify himself or herself with one of these two groups. If you do not identify with any of these groups please still answer the questions with a "NO".

It is mandatory that all employees return a questionnaire to \_\_\_\_\_ by \_\_\_\_\_. Although returning the survey is mandatory, it is not mandatory to self-declare if you belong to any of the designated groups. However, to support TC Transcontinental in our ongoing desire to obtain work from the federal government and to comply with this program, we do ask that all employees complete the survey and declare which groups they belong to. The accuracy of the data you provide will help ensure we can have relevant data as we move forward with our Employment Equity initiatives

For any questions or comments, please contact \_\_\_\_\_

Optional :

I am interested in participating in local Employment Equity initiatives : \_\_\_\_ yes

I am interested in participating in national Employment Equity initiatives : \_\_\_\_ yes

Name \_\_\_\_\_, Work Location \_\_\_\_\_

EMPLOYEE'S NAME: \_\_\_\_\_ EMPLOYEE NUMBER: \_\_\_\_\_  
(Family name, First name)

**1- Gender** – For the purposes of employment equity, women are a designated group. Do you self-identify as \_\_\_\_\_ Female or \_\_\_\_\_ Male?

**2- Aboriginal peoples**  
For employment equity purposes, Aboriginal Peoples means persons who are Indian, Inuit or Métis.\*  
Based upon this definition, do you self-identify as an Aboriginal person?    Yes        No   

**3- Persons with disabilities**  
For employment equity purposes, "persons with disabilities" means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who  
*(a) consider themselves to be disadvantaged in employment by reason of that impairment; or*  
*(b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and includes individuals whose functional limitations (owing to their impairment) have been accommodated in their current job or workplace\**  
Some examples of disabilities include but are not limited to: Co-ordination/dexterity impairment, deaf/hard of hearing, development/learning impairment, mental illness, non-visible physical impairment etc.  
Based upon this definition, do you self-identify as a person with a disability?  
Yes        No   

**4- Members of visible minorities**  
For employment equity purposes, "visible minorities" means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.\*  
Based upon this definition, do you self-identify as a 'visible minority'?  
Yes        No   

\*Definitions taken from the *Employment Equity Act*.  
NOTE: if you would like to update/modify this information in the future, please see your HR representative.

Please return this form in the envelope supplied to \_\_\_\_\_  
**CONFIDENTIAL ONCE COMPLETED**

Optional :  
I am interested in participating in local Employment Equity initiatives : \_\_\_\_\_ yes  
I am interested in participating in national Employment Equity initiatives : \_\_\_\_\_ yes

Name \_\_\_\_\_, Work Location \_\_\_\_\_

**From:** Milne, Catherine [<mailto:catherine.milne@tc.tc>]  
**Sent:** June-07-18 2:06 PM  
**To:** Dobney, Alicia A  
**Cc:** Milne, Catherine  
**Subject:** RE: Initial report - Government of Canada Agreement V050630 – the Federal Contractors Program

Hello Alicia – further to our discussion this morning, attached is the revised Achievement Report and Survey.

If you have any questions let me know.

Thanks

Catherine

**From:** Milne, Catherine  
**Sent:** Friday, May 25, 2018 2:45 PM  
**To:** 'alicia.dobney@labour-travail.gc.ca' <[alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca)>  
**Cc:** Milne, Catherine <[catherine.milne@tc.tc](mailto:catherine.milne@tc.tc)>  
**Subject:** RE: Initial report - Government of Canada Agreement V050630 – the Federal Contractors Program

Hello Alicia – further to our discussions I believe I have updated the information as requested. Setting the goals is a challenge but I think I've done it correctly. Where we have not met 80% of the available we have set a goal and we have set those at the availability rate. As discussed, I don't believe we will be able to achieve these due to our declining industry but we will do what we can and I have indicated that throughout the attached.

Please note that we have added 4 business units that were in a different organization so these numbers are higher than the original ones. This data includes those units

Attached is the following:

- Achievement report
- Detail report
- Summary report

For our percentage of completion we are at 92%.  
4244 were handed out, 3907 were completed fully and returned. However, please note we have had many changes and reductions since we started this process and we are already 300+ fewer employees. I have not received any indication of blank or partially completed surveys, all business units have indicated that returned surveys were completed, so people who chose not to identify simply did not return the survey at all.

I hope this answers your concerns and if you have any questions please let me know.

Thanks

Catherine

**From:** alicia.dobney@labour-travail.gc.ca <alicia.dobney@labour-travail.gc.ca>

**Sent:** Tuesday, May 1, 2018 2:31 PM

**To:** Milne, Catherine <catherine.milne@tc.tc>

**Subject:** RE: Initial report - Government of Canada Agreement V050630 – the Federal Contractors Program

Hello Catherine,

My name is Alicia and I am the new Program Officer assigned to your organizations file under the Federal Contractors Program. Nice to virtually meet you!

I have conducted an initial review of the documents you submitted as part of your 1<sup>st</sup> Compliance Assessment, and have noted a few items that are missing / require further information:

1. **Self-Identification Questionnaire:** Please provide us with the following information regarding the response rate from your questionnaire at a national level:
  - a. The number of employee's surveyed
  - b. The combined number of self-identification questionnaires that were returned blank, partially and fully completed; and
  - c. The number of fully completed and returned self-identification questionnaires.
2. **Workforce Analysis:** I noticed that both the Detailed and Summary Reports of your Workforce Analysis were dated as of July 2015, however your Short-term Goals table had a date of March 2017. In order to conduct a proper analysis of your data, the Workforce Analysis Detailed & Summary report dates should match the date of your Short-term Goal Setting table.
3. **Setting Goals:** Goals were not set for each Employment Equity Occupational Group where there was a gap present. We require that for each gap, a reasonable goal be set even if the goal set will not be able to eliminate the gap completely on a short term basis.

In addition to this, I wanted to mention that we now have a new template called an "Achievement Report" that actually replaced the "Short-term Goal Setting Tool" and the "Summary of Goals" tables about a year ago. We strongly recommend that you use the Achievement Report rather than the two other documents, as the Achievement Report houses all of your data and your goals together in one combined table, and will be helpful for you to have when we complete your subsequent assessments as well.

You can find a template for the Achievement Report and the instructions on how to complete it on the "Help" page of WEIMS under the "FCP Documents" header: <https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1.3ntinf.4@-eng.jsp?cid=aide-help>

If you would be able to provide us with the info described above at your earliest convenience it would be very much appreciated. Once we receive this information from you I will be able to conduct a more thorough analysis of your submission.

Should you have any questions please don't hesitate to give me a call at (819-654-5735).

Thank you!

Alicia Dobney

Program Officer | Agente de programme

Workplace Equity Division | Labour Program  
Employment and Social Development Canada | Government of Canada  
Phone: (819) 654-5735 | Office: 11D367

Direction de l'équité en milieu de travail | Programme du travail  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone : (819) 654-5735 | Bureau: 11D367



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!

**From:** Milne, Catherine [<mailto:catherine.milne@tc.tc>]  
**Sent:** November-02-17 9:54 AM  
**To:** EE-EME  
**Cc:** Normandin, Ward W [NC]; Milne, Catherine  
**Subject:** RE: Initial report - Government of Canada Agreement V050630 – the Federal Contractors Program

Hello Ward – further to our discussion this morning, attached are the files requested for the initial audit. If you have any questions or concerns please don't hesitate to let me know.  
Thanks  
Catherine

**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Wednesday, November 1, 2017 3:35 PM  
**To:** Milne, Catherine <[catherine.milne@tc.tc](mailto:catherine.milne@tc.tc)>; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Initial report - Government of Canada Agreement V050630 – the Federal Contractors Program

Hi Catherine,

Thank you for the follow-up. The official due date was October 28<sup>th</sup>, 2017. We are very happy to work with you to help you meet a new deadline date. For that purpose, and to make it official, I have attached an extension request. Since you are very far along, we should set an expected submission date near the end of the month.

I look forward to working with you through this process and to speaking with you again tomorrow morning at 9:00am.

Kind regards,  
Ward

Ward Normandin

Agent de programmes, Programme du travail

Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

**From:** Milne, Catherine [<mailto:catherine.milne@tc.tc>]

**Sent:** 2017-11-01 2:31 PM

**To:** EE-EME

**Subject:** Initial report - Government of Canada Agreement V050630 – the Federal Contractors Program

Hello – I received an email many months ago that we would be required to produce our first report and goals in September 2017 and that I would be notified when this is required. To this date, I have not received any request. I contacted the person who originally emailed me but it appears she is out of the office. Not that I want to push the issue but I want to make sure I didn't miss a request. Can you please advise?

Thanks

Catherine

**Catherine Milne**

Vice President, Human Resources

Tel : 905-663-0050, ext 2002

FAX: 905-663-4249



100B Royal Group Crescent

Vaughan, Ontario L4H 1X9

[www.tc.tc](http://www.tc.tc)

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## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** Transcontinental Printing – Imprimeries Transcontinental 2005 s.e.n.c.

**Primary Location:** Montreal QC

**Number of Employees:** 3842 Permanent (4244 Total)

### Organization Overview:

Transcontinental Printing is a Canadian printing company.

This organization has expressed that due to their declining industry they have been experiencing a significant downsize of their organization. They have had to close many locations within the past five years, and the automation of printing services has caused them to reduce the size of their workforce by nearly 50%. As the downsizing efforts are still ongoing, this organization is hesitant to set goals for fear of being unable to meet labour market availability by the time of their next compliance assessment.

### Key Dates – First Year Assessment

Initiated: September 28<sup>th</sup>, 2017  
 Received: November 2<sup>nd</sup>, 2017 REVISED: May 25<sup>th</sup>, 2018  
 Workforce Analysis: December 31<sup>st</sup>, 2017

The original submission on November 2<sup>nd</sup> was missing information: dates on the workforce analysis (WFA) and in the goals tables did not match; goals were not set for all occupational groups with gaps; and, goals were not set at minimum of labour market availability. The employer chose to revise their submission in order to better comply with the FCP. They revised and resubmitted their documents on May 25<sup>th</sup>, 2018.

### COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	4244	100
Number of Surveys Returned:	3907	92
Number of Completed Surveys Returned:	3907	92

- 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

The following requirement was not included on the original survey, but has been added to their revised version:

- *The questionnaire indicates that it is available in alternate formats upon request.*

Given that the workforce survey was done using a questionnaire that did not include all required elements, it is recommended that the organization share the new version of the questionnaire with employees to allow them an opportunity to respond to the new questionnaire and change any information previously submitted.

## **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.

This organization's achievement report identifies both numerical and percentage goals. Percentage goals were used for the analysis of this compliance assessment for the purpose of this report. Given that this organization is expecting a significant decline in volume of staff in all EEOGs, using percentage goals is more appropriate as it will better accommodate a declining workforce but still be in effect should any hiring opportunities arise.

It is important to note that although the employer was given a recommendation to set goals at a minimum of labour market availability in the short-term, Transcontinental Printing chose not to set short term or long term goals in EEOGs where they had already met at least 80% of labour market availability. This decision was made by the employer due to the fact that they are going through a significant downsize of their workforce. They did not feel as though it was appropriate or achievable for their organization to set all goals at labour market availability where representation was already at 80% of availability or above. Further notes for specific EEOGs are highlighted below under the Summary of Goals tables for each designated group.

In sum, however, it is acceptable for the employer to set their goals in EEOGs only in cases where their representation is less than 80% of labour market availability:

- As this organization has a high number of gaps across all EEOGs, setting goals only in EEOGs where there are significant gaps will allow them to focus their efforts on achieving progress for their more significant gaps where representation is lower. Setting goals where significant gaps exist will allow them a more reasonable opportunity to meet their goals.
- In EEOGs where there is currently a gap, but there is already a representation of at least 80% of labour market availability, the focus will be on maintaining their representation throughout their downsizing efforts to ensure that larger gaps do not form in these EEOGs.
- Given this employer's unique circumstance, it would be unreasonable to expect them to be able to close all of their gaps while also significantly downsize their workforce.

As an additional note for further context and to assist in the subsequent assessment, this organization identified a turnover rate of 5% on goal setting tool section of their achievement report, although they note that they expect the real turnover rate to be significantly higher given that they will be letting go of staff and closing offices. The 5% rate identified is their historical turnover rate of staff.

## 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 or more)		
#	Description	#	%	%	%	%
1	Senior Managers	-2	27.4	27.4	19.2	27.4
2	Middle & Other Managers	-9			33.7	38.9

4	Semi-Professionals & Technicians	-17	23.5	23.5	16.3	23.5
6	Supervisors: Crafts & Trades	-22	32.6	32.6	7.9	32.6
7	Administrative & Senior Clerical	-8			57.1	80.6
9	Skilled Crafts & Trades Workers	-1			11.6	11.7
10	Clerical Personnel	-34			54.2	65.6
11	Intermediate Sales & Service Personnel	-32			53.9	63.5
13	Other Sales & Service Personnel	-4	54.7	54.7	18.2	54.7
14	Other Manual Workers	-3			24.6	25.2

Goals not required for EEOG 07, EEOG 10 or EEOG 11 as representation was already above 50%.

The employer chose not to set goals in EEOG 02, EEOG 09 and EEOG 14 because representation levels were already at above 80% of LMA. Their intention is to maintain their representation in these EEOG's rather than to increase it, given that they are planning to downsize and shrink their workforce.

### **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 or more) %	%
1	Senior Managers	-1		2.9	0.0	2.9
2	Middle & Other Managers	-3	2.2	2.2	0.6	2.2
3	Professionals	-1	1.5	1.5	0.0	1.5
4	Semi-Professionals & Technicians	-3	1.2	1.2	0.0	1.2
5	Supervisors	-1	2.1	0.5	0.0	2.1
11	Intermediate Sales & Service Personnel	-3	1.4	1.4	0.6	1.4
12	Semi-Skilled Manual Workers	-2			1.4	1.7
14	Other Manual Workers	-6	3.3	3.3	2.1	3.3

Only a long-term goal is set for EEOG 01 because the organization does not feel that they could meet this goal in the short term. They have set their goal at LMA in the long term, as they are anticipating that they will only be hiring internally in this EEOG meaning that it would be very

difficult for them to meet availability given the limited internal representation of Aboriginal peoples in the feeder groups. This is considered acceptable given the circumstances of the organization.

In EEOG 05, the organization has set a short-term goal equal to labour market availability (2.1%) and a long-term goal at 0.5% which will be re-evaluated during the subsequent compliance assessment in keeping with the organization's circumstances at the time.

No goal has been set in EEOG 12 as representation levels are at over 80% of availability. The employer has noted that their focus in this EEOG is to maintain the 82% representation levels rather than setting a goal to increase it as it will be very unlikely to meet that goal due to the downsizing of the organization.

### **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 or more)	%
1	Senior Managers	-2	10.1	10.3	3.8	10.1
2	Middle & Other Managers	-15	15.0	15.0	6.4	15.0
3	Professionals	-4			22.2	26.7
4	Semi-Professionals & Technicians	-32	28.1	28.1	14.6	28.1
5	Supervisors	-6	36.4	36.4	22.5	36.4
6	Supervisors: Crafts & Trades	-6	12.3	12.3	5.6	12.3
7	Administrative & Senior Clerical Personnel	-2	18.4	18.4	11.4	18.4
9	Skilled Crafts & Trades Workers	-16		11.1	9.8	11.1
10	Clerical Personnel	-34	30.4	30.4	19.3	30.4
11	Intermediate Sales & Service Personnel	-85	36.5	36.5	11.1	36.5
12	Semi-Skilled Manual Workers	-192	43.3	43.3	17.1	43.3
13	Other Sales & Service Personnel	-3	39.7	39.7	9.1	39.7
14	Other Manual Workers	-59	29.8	29.8	18.6	29.8

No goals have been set in EEOG 03 in either short or long term, and no goal was set for EEOG 09 in the short term.

For EEOG 03, the employer has noted that they will focus on maintaining their current representation of 80% of the availability rate.

In EEOG 09, the employer has not identified a reason for only setting a long term goal, although it is noted that the long term goal is set at availability.

### ***Person 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 or more)		
#	Description	#	%	%	%	%
1/2	Senior Managers / Middle Managers	-8	4.3	4.3	0.5	4.3
3	Professionals	-2	3.8	3.8	2.0	3.8
4	Semi-Professionals & Technicians	-10	4.6	4.6	0.4	4.6
5	Supervisors	-6	13.9	13.9	0.0	13.9
6	Supervisors: Crafts & Trades	-4	7.8	7.8	3.4	7.8
7	Administrative & Senior Clerical Personnel	-1	3.4	3.4	0.0	3.4
9	Skilled Crafts & Trades Workers	-24	3.8	3.8	1.9	3.8
10	Clerical Personnel	-18	7.0	7.0	1.0	7.0
11	Intermediate Sales & Service Personnel	-18	5.6	5.6	0.3	5.6
12	Semi-Skilled Manual Workers	-25	4.8	4.8	1.4	4.8
13	Other Sales & Service Personnel	-1	6.3	6.3	0.0	6.3
14	Other Manual Workers	-15	5.3	5.3	2.5	5.3

The organization set a short-term and long-term goal equal to availability for each gap uncovered by the workforce analysis. Although the organization has pointed out that it may be difficult to achieve these goals given the limited growth, declining markets and limited interest in manufacturing occupations (which often involves shift work).

### **RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance

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

- The self-identification questionnaire used by Transcontinental Printing – Imprimeries Transcontinental 2005 s.e.n.c. to survey their workforce was missing the clause indicating that the questionnaire is available in alternate formats upon request. As this requirement was missing from the original survey, it is recommended that the organization do a follow up with employees to provide them with the most current version to allow them to update their information and give them the opportunity to respond to the newest version. The most current version of the survey which includes this clause should also be provided to any newly hired employees.
- Considering that Transcontinental Printing – Imprimeries Transcontinental 2005 s.e.n.c. expects to reduce the volume of its workforce, it is recommended that this organization implement strategies to monitor the impact of downsizing efforts on its workforce. Should a disproportionate impact on designated group members be identified, where possible, Transcontinental Printing should implement policies and practices to alleviate any disproportionate impact on designated employment equity groups.

**Name of Analyst:** Alicia Dobney

**Date:** May 28, 2018

**From:** Dobney, Alicia A **On Behalf Of** EE-EME

**Sent:** June 22, 2018 2:19 PM

**To:** 'catherine.milne@tc.tc' <catherine.milne@tc.tc>

**Subject:** Government of Canada Agreement Number: V050630 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Catherine Milne:

I am writing to inform you that the compliance assessment initiated on October 28, 2017 has been completed. As a result of the assessment, Transcontinental Printing - Imprimeries Transcontinentales 2005 s.e.n.c. 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 Transcontinental Printing - Imprimeries Transcontinentales 2005 s.e.n.c.'s employment equity program.

- The self-identification questionnaire used by Transcontinental Printing – Imprimeries Transcontinentales 2005 s.e.n.c. to survey their workforce was missing the clause indicating that the questionnaire is available in alternate formats upon request. As this requirement was missing from the original survey, it is recommended that the organization do a follow up with employees to provide them with the most current version to allow them to update their information and give them the opportunity to respond to the newest version. The most current version of the survey which includes this clause should also be provided to any newly hired employees.
- Considering that Transcontinental Printing – Imprimeries Transcontinentales 2005 s.e.n.c. expects to reduce the volume of its workforce, it is recommended that this organization implement strategies to monitor the impact of downsizing efforts on its workforce. Transcontinental Printing should strive to implement policies and practices to alleviate any disadvantages to the designated employment equity groups where a potentially disproportionate impact is identified.

### **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. The next assessment will be initiated on **October 28, 2020**. 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 Transcontinental Printing - Imprimeries Transcontinentales 2005 s.e.n.c. 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, Transcontinental Printing - Imprimeries Transcontinental 2005 s.e.n.c. 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 Alicia Dobney at [alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Transcontinental Printing - Imprimeries Transcontinental 2005 s.e.n.c. 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)



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