

| |
|-------------------|
| OFFICIAL USE ONLY |
| Agreement N°: |

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

| ORGANIZATION | |
|--|---|
| Legal Name of Organization InnVest REIT | Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Operating Name (if different from Legal Name of Organization) Hilton Quebec | Business Number [REDACTED] Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 470 |
| Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 7211 | <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated |

| HEAD OFFICE | | | |
|---|-----------------|----------------|------------------------|
| Address (building number, street, suite, etc.) 200 Bay Street, Suite 2200, RBC Plaza, South Tower | City Toronto | Province ON | Postal Code M5J 2J1 |
| Telephone Number (416) 607-7100 | | | |

| EMPLOYMENT EQUITY CONTACT | | | |
|------------------------------------|--|---|--|
| Name (print) Ian Taylor | Title Sr. Human Resources Manager | | |
| Telephone Number (416) 607-2332 | E-mail Address ian.taylor@innvesthotels.com | Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French | |

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

| SIGNATORY | | | |
|--|---|---|--|
| NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. | | | |
| Name (print) George Kosziwka | Title CFO | | |
| Telephone Number 416 607-710 | E-mail Address george.kosziwka@innvesthotels.com | Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French | |
| Signature [REDACTED] | Date (YYYY-MM-DD) 2019-Apr-1 | | |

Privacy Notice:

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

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

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

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



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-cme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) **InnVest Reit** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **10000672**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) May 31, 2019, for the following reason(s):

(Please describe)

in addition to recruiting for the peak season. We really require an extension until May 31.

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **René Desrosiers**

Position Title: **Human Resources Director**

Email address: **rene.desrosiers@hilton.com**

Telephone number: **418-647-6530 ext. 6602**

Business address: **1100 René Lévesque Est, Québec G1R4P3**

Signature: _____

Date: **May 3, 2019**

From: Yakibonge, Ntambwe N [NC] On Behalf Of EE-EME
Sent: May 6, 2019 7:08 AM
To: 'Rene Desrosiers' <Rene.Desrosiers@hilton.com>; EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Cc: Kathy Brassard <Kathy.Brassard@hilton.com>; 'lisa.conway@investhotels.com' <lisa.conway@investhotels.com>; 'ian.taylor@investhotels.com' <ian.taylor@investhotels.com>
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information - 10000672

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **May 31, 2019**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.gc.ca.

Maurice Ntambwe Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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: Rene Desrosiers <Rene.Desrosiers@hilton.com>
Sent: May-03-19 10:26 AM
To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Cc: Kathy Brassard <Kathy.Brassard@hilton.com>; Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>
Subject: Extension Request

To whom it may concern,

Enclosed, our request for extension.

René Desrosiers | Directeur Ressources Humaines - Human Resources Director

HILTON QUÉBEC
Tel: +1 418 547-6530 # 6602 | Téléc: +1 418 543-6482

1100, boul. René-Lévesque Est | C.P. 157, succ. Haute-Ville | Québec (Québec) G1R 4P3 | Canada
hilton.com | hiltonquebec.com | facebook.com/HotelHiltonQuebec | twitter.com/hiltonquebec



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Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report
 Date: 2019-05-22

Women

| Employment Equity Occupational Group | Internal location | All employees # | Representation | | Women Availability | | Difference # | Place of recruitment |
|--|-------------------|-----------------|----------------|---------|--------------------|----|--------------|----------------------|
| | | | # | % | % | # | | |
| 02: Middle management and other directors | National | 18 | 10 | 55.6 % | 39.4 % | 7 | 3 | National |
| 03: Professionals | | 6 | 5 | 83.3 % | 67.7 % | 4 | 1 | |
| 1121: Human Resources Professionals | National | 1 | 1 | 100.0 % | 73.2 % | 1 | 0 | National |
| 1123: Advertising, marketing and public relations professionals | National | 5 | 4 | 80.0 % | 66.6 % | 3 | 1 | National |
| 05: Supervisors | | 13 | 8 | 61.5 % | 51.5 % | 7 | 1 | |
| Employment Equity Occupational Group | Quebec | 13 | 8 | 61.5 % | 51.5 % | 7 | 1 | Quebec |
| 07: Administrative and Senior Clerical Staff | | 8 | 8 | 100.0 % | 80.4 % | 6 | 2 | |
| Employment Equity Occupational Group | Quebec | 8 | 8 | 100.0 % | 80.4 % | 6 | 2 | Quebec |
| 08: Specialized sales and service personnel | | 25 | 9 | 36.0 % | 35.4 % | 9 | 0 | |
| 6321 : Chefs | Quebec | 16 | 5 | 31.3 % | 28.6 % | 5 | 0 | Quebec |
| 6322: Cooks | Quebec | 8 | 4 | 50.0 % | 43.0 % | 3 | 1 | Quebec |
| 6342 : Tailors, dressmakers, furriers and milliners | Quebec | 1 | 0 | 0.0 % | 83.7 % | 1 | -1 | Quebec |
| 09: Skilled workers and artisans | | 12 | 2 | 16.7 % | 1.7 % | 0 | 2 | |
| 7241: Electricians (except industrial and power system electricians) | Quebec | 3 | 0 | 0.0 % | 1.3 % | 0 | 0 | Quebec |
| 7251 : Plumbers | Quebec | 2 | 0 | 0.0 % | 1.4 % | 0 | 0 | Quebec |
| 7271 : Carpenters | Quebec | 2 | 0 | 0.0 % | 1.2 % | 0 | 0 | Quebec |
| 7311: Construction millwrights and industrial mechanics | Quebec | 4 | 2 | 50.0 % | 1.4 % | 0 | 2 | Quebec |
| 9241: Power Plant Mechanics and Power System Operators | Quebec | 1 | 0 | 0.0 % | 6.2 % | 0 | 0 | Quebec |
| 10 : Office staff | | 18 | 13 | 72.2 % | 58.6 % | 11 | 2 | |
| Employment Equity Occupational Group | Quebec | 18 | 13 | 72.2 % | 58.6 % | 11 | 2 | Quebec |
| 11: Intermediate sales and service personnel | | 88 | 41 | 46.6 % | 62.6 % | 55 | -14 | |
| Employment Equity Occupational Group | Quebec | 88 | 41 | 46.6 % | 62.6 % | 55 | -14 | Quebec |
| 12: Skilled Manual Workers | | 3 | 0 | 0.0 % | 12.5 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 3 | 0 | 0.0 % | 12.5 % | 0 | 0 | Quebec |



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report

Date: 2019-05-22

Women

| Employment Equity Occupational Group | Location | All employees | Representation | | Women | | Differen ce # | Place of recruitment |
|--|----------|---------------|----------------|--------|--------------|-----|---------------------|----------------------|
| | | | # | % | Availability | # | | |
| | internal | # | # | % | % | # | | |
| 13: Other sales and service personnel | | 177 | 91 | 51.4 % | 49.1 % | 87 | 4 | |
| Employment Equity Occupational Group | Quebec | 177 | 91 | 51.4 % | 49.1 % | 87 | 4 | Quebec |
| Total | | 368 | 187 | 50.8 % | 50.6 % | 186 | 1 | |

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

Sources: 2016 Census and internal employer data

Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report
 Date: 2019-05-22

Aboriginal

| Employment Equity Occupational Group | Internal location | All employees # | Aboriginal Representation | | Aboriginal Availability | | Difference# | Place of recruitment |
|--|-------------------|--------------------|---------------------------|-------|-------------------------|---|-------------|----------------------|
| | | | # | % | % | # | | |
| 02: Middle management and other directors | National | 18 | 0 | 0.0 % | 2.7 % | 0 | 0 | National |
| 03: Professionals | | 6 | 0 | 0.0 % | 2.3 % | 0 | 0 | |
| 1121: Human Resources Professionals | National | 1 | 0 | 0.0 % | 3.1 % | 0 | 0 | National |
| 1123: Advertising, marketing and public relations professionals | National | 5 | 0 | 0.0 % | 2.1 % | 0 | 0 | National |
| 05: Supervisors | | 13 | 0 | 0.0 % | 2.0 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 13 | 0 | 0.0 % | 2.0 % | 0 | 0 | Quebec |
| 07: Administrative and Senior Clerical Staff | | 8 | 0 | 0.0 % | 1.4 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 8 | 0 | 0.0 % | 1.4 % | 0 | 0 | Quebec |
| 08: Specialized sales and service personnel | | 25 | 0 | 0.0 % | 2.0 % | 1 | -1 | |
| 6321 : Chefs | Quebec | 16 | 0 | 0.0 % | 1.7 % | 0 | 0 | Quebec |
| 6322: Cooks | Quebec | 8 | 0 | 0.0 % | 2.6 % | 0 | 0 | Quebec |
| 6342 : Tailors, dressmakers, furriers and milliners | Quebec | 1 | 0 | 0.0 % | 2.6 % | 0 | 0 | Quebec |
| 09: Skilled workers and artisans | | 12 | 0 | 0.0 % | 2.8 % | 0 | 0 | |
| 7241: Electricians (except industrial and power system electricians) | Quebec | 3 | 0 | 0.0 % | 2.1 % | 0 | 0 | Quebec |
| 7251 : Plumbers | Quebec | 2 | 0 | 0.0 % | 2.8 % | 0 | 0 | Quebec |
| 7271 : Carpenters | Quebec | 2 | 0 | 0.0 % | 3.6 % | 0 | 0 | Quebec |
| 7311: Construction millwrights and industrial mechanics | Quebec | 4 | 0 | 0.0 % | 2.7 % | 0 | 0 | Quebec |
| 9241: Power Plant Mechanics and Power System Operators | Quebec | 1 | 0 | 0.0 % | 4.0 % | 0 | 0 | Quebec |
| 10 : Office staff | | 18 | 0 | 0.0 % | 1.6 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 18 | 0 | 0.0 % | 1.6 % | 0 | 0 | Quebec |
| 11: Intermediate sales and service personnel | | 88 | 0 | 0.0 % | 1.6 % | 1 | -1 | |
| Employment Equity Occupational Group | Quebec | 88 | 0 | 0.0 % | 1.6 % | 1 | -1 | Quebec |
| 12: Skilled Manual Workers | | 3 | 0 | 0.0 % | 1.6 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 3 | 0 | 0.0 % | 1.6 % | 0 | 0 | Quebec |



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report

Date: 2019-05-22

Aboriginal

| Employment Equity Occupational Group | Location | All employees | Aboriginal | | | | Differenc e # | Place of recruitment |
|--|----------|---------------|----------------|--------------|-------|---|---------------------|----------------------|
| | | | Representation | Availability | | | | |
| | internal | # | # | % | % | # | # | |
| <hr/> | | | | | | | | |
| 13: Other sales and service personnel | | 177 | 2 | 1.1 % | 1.8 % | 3 | -1 | |
| Employment Equity Occupational Group | Quebec | 177 | 2 | 1.1 % | 1.8 % | 3 | -1 | Quebec |
| <hr/> | | | | | | | | |
| Total | | 368 | 2 | 0.5 % | 1.8 % | 5 | -3 | |

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

Sources: 2016 Census and internal employer data

Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report
 Date: 2019-05-22

Members of Visible Minorities

| Employment Equity Occupational Group | Internal location | All employees # | Members of Visible Minorities | | | | Difference # | Place of recruitment |
|--|-------------------|--------------------|-------------------------------|-------------------|---------------------|-------------------|-----------------|----------------------|
| | | | Representation # | Availability % | Representation % | Availability % | | |
| 02: Middle management and other directors | National | 18 | 0 | 0.0 % | 17.6 % | 3 | -3 | National |
| 03: Professionals | | 6 | 0 | 0.0 % | 18.5 % | 1 | -1 | |
| 1121: Human Resources Professionals | National | 1 | 0 | 0.0 % | 16.7 % | 0 | 0 | National |
| 1123: Advertising, marketing and public relations professionals | National | 5 | 0 | 0.0 % | 18.8 % | 1 | -1 | National |
| 05: Supervisors | | 13 | 1 | 7.7 % | 3.2 % | 0 | 1 | |
| Employment Equity Occupational Group | Quebec | 13 | 1 | 7.7 % | 3.2 % | 0 | 1 | Quebec |
| 07: Administrative and Senior Clerical Staff | | 8 | 0 | 0.0 % | 3.3 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 8 | 0 | 0.0 % | 3.3 % | 0 | 0 | Quebec |
| 08: Specialized sales and service personnel | | 25 | 2 | 8.0 % | 31.9 % | 8 | -6 | |
| 6321 : Chefs | Quebec | 16 | 1 | 6.3 % | 38.7 % | 6 | -5 | Quebec |
| 6322: Cooks | Quebec | 8 | 0 | 0.0 % | 18.8 % | 2 | -2 | Quebec |
| 6342 : Tailors, dressmakers, furriers and milliners | Quebec | 1 | 1 | 100.0 % | 28.5 % | 0 | 1 | Quebec |
| 09: Skilled workers and artisans | | 12 | 0 | 0.0 % | 3.7 % | 0 | 0 | |
| 7241: Electricians (except industrial and power system electricians) | Quebec | 3 | 0 | 0.0 % | 4.2 % | 0 | 0 | Quebec |
| 7251 : Plumbers | Quebec | 2 | 0 | 0.0 % | 4.3 % | 0 | 0 | Quebec |
| 7271 : Carpenters | Quebec | 2 | 0 | 0.0 % | 1.7 % | 0 | 0 | Quebec |
| 7311: Construction millwrights and industrial mechanics | Quebec | 4 | 0 | 0.0 % | 3.6 % | 0 | 0 | Quebec |
| 9241: Power Plant Mechanics and Power System Operators | Quebec | 1 | 0 | 0.0 % | 4.8 % | 0 | 0 | Quebec |
| 10 : Office staff | | 18 | 2 | 11.1 % | 4.1 % | 1 | 1 | |
| Employment Equity Occupational Group | Quebec | 18 | 2 | 11.1 % | 4.1 % | 1 | 1 | Quebec |
| 11: Intermediate sales and service personnel | | 88 | 8 | 9.1 % | 6.4 % | 6 | 2 | |
| Employment Equity Occupational Group | Quebec | 88 | 8 | 9.1 % | 6.4 % | 6 | 2 | Quebec |
| 12: Skilled Manual Workers | | 3 | 0 | 0.0 % | 3.9 % | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 3 | 0 | 0.0 % | 3.9 % | 0 | 0 | Quebec |



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report
 Date: 2019-05-22

Members of Visible Minorities

| Employment Equity Occupational Group | Internal location | All employees # | Members of Visible Minorities | | | | Difference # | Place of recruitment |
|--|-------------------|--------------------|-------------------------------|-------------------|---------------------|-------------------|-----------------|----------------------|
| | | | Representation # | Availability % | Representation % | Availability # | | |
| 13: Other sales and service personnel | | 177 | 38 | 21.5 % | 7.7 % | 14 | 24 | |
| Employment Equity Occupational Group | Quebec | 177 | 38 | 21.5 % | 7.7 % | 14 | 24 | Quebec |
| Total | | 368 | 51 | 13.9 % | 9.1 % | 33 | 18 | |

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

Sources: 2016 Census and internal employer data



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report
Date: 2019-05-22

Persons with disabilities

| Employment Equity Occupational Group | Internal location | All employees # | Persons with disabilities | | | | Differ ence # | Place of recruitment |
|--|-------------------|--------------------|---------------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| | | | Representation # | Availability % | Availability % | Availability # | | |
| 01/02 : Executives | National | 18 | 1 | 5.6 % | 5.0 % | 1 | 0 | National |
| 03: Professionals | National | 6 | 0 | 0.0 % | 8.9 % | 1 | -1 | National |
| 05: Supervisors | National | 13 | 1 | 7.7 % | 27.5 % | 4 | -3 | National |
| 07: Administrative and Senior Clerical Staff | National | 8 | 0 | 0.0 % | 10.0 % | 1 | -1 | National |
| 08: Specialized sales and service personnel | National | 25 | 0 | 0.0 % | 8.0 % | 2 | -2 | National |
| 09: Skilled workers and artisans | National | 12 | 0 | 0.0 % | 7.8 % | 1 | -1 | National |
| 10 : Office staff | National | 18 | 0 | 0.0 % | 9.3 % | 2 | -2 | National |
| 11: Intermediate sales and service personnel | National | 88 | 0 | 0.0 % | 10.8 % | 10 | -10 | National |
| 12: Skilled Manual Workers | National | 3 | 0 | 0.0 % | 10.3 % | 0 | 0 | National |
| 13: Other sales and service personnel | National | 177 | 9 | 5.1 % | 10.7 % | 19 | -10 | National |
| Total | | 368 | 11 | 3.0 % | 10.6 % | 41 | -30 | |

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

Sources: 2017 Canadian Disability Survey and internal employer data.



Default Workforce Analysis System - Detailed Report

Date: 2019-05-22

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

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|---|------------------------|----------------------|
| 02: Middle and Other Managers 03: Professionals | EEOG | National |
| | NOC | National |
| 05: Supervisors | EEOG | CMA |
| 07: Administrative and Senior Clerical Staff | EEOG | CMA |
| 08: Specialized sales and service personnel | CNP | Provincial |
| 09: Skilled workers and artisans | CNP | Provincial |
| 10 : Office staff | EEOG | CMA |
| 11: Intermediate sales and service personnel | EEOG | CMA |
| 12: Skilled Manual Workers | EEOG | CMA |
| 13: Other sales and service personnel | EEOG | CMA |



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Detailed Report

Date: 2019-05-22

Default Data for Workforce Analysis - Persons with Disabilities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|---|-------------------------------|-----------------------------|
| 01/02 : Executives | CPEME | National |
| 03: Professionals | CPEME | National |
| 05: Supervisors | CPEME | National |
| 07: Administrative and Senior Clerical Personnel 08: Specialized Sales and Service Personnel 09: Skilled Workers and Craftspeople | CPEME | National |
| 10 : Clerical staff | CPEME | National |
| 1111: Intermediate sales and service personnel 12: Skilled manual workers | CPEME | National |
| 13: Other sales and service personnel | CPEME | National |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Summary Report

Date: 2019-05-22

Women

| Employment Equity Occupational Group | All employees # | Representation | | Women Availability | | Differ ence # |
|--|--------------------|----------------|---------------|-----------------------|------------|---------------------|
| | | # | % | % | # | |
| 02: Middle management and other directors | 18 | 10 | 55.6 % | 39.4 % | 7 | 3 |
| 03: Professionals | 6 | 5 | 83.3 % | 67.7 % | 4 | 1 |
| 05: Supervisors | 13 | 8 | 61.5 % | 51.5 % | 7 | 1 |
| 07: Administrative and Senior Clerical Staff | 8 | 8 | 100.0 % | 80.4 % | 6 | 2 |
| 08: Specialized sales and service personnel | 25 | 9 | 36.0 % | 35.4 % | 9 | 0 |
| 09: Skilled workers and artisans | 12 | 2 | 16.7 % | 1.7 % | 0 | 2 |
| 10 : Office staff | 18 | 13 | 72.2 % | 58.6 % | 11 | 2 |
| 11: Intermediate sales and service personnel | 88 | 41 | 46.6 % | 62.6 % | 55 | -14 |
| 12: Skilled Manual Workers | 3 | 0 | 0.0 % | 12.5 % | 0 | 0 |
| 13: Other sales and service personnel | 177 | 91 | 51.4 % | 49.1 % | 87 | 4 |
| Total | 368 | 187 | 50.8 % | 50.6 % | 186 | 1 |

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



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Summary Report

Date: 2019-05-22

Aboriginal

| Employment Equity Occupational Group | All employees # | Aboriginal Representation | | Aboriginal Availability | | Difference # |
|--|--------------------|------------------------------|--------------|----------------------------|----------|-----------------|
| | | # | % | % | # | |
| 02: Middle management and other directors | 18 | 0 | 0.0 % | 2.7 % | 0 | 0 |
| 03: Professionals | 6 | 0 | 0.0 % | 2.3 % | 0 | 0 |
| 05: Supervisors | 13 | 0 | 0.0 % | 2.0 % | 0 | 0 |
| 07: Administrative and Senior Clerical Staff | 8 | 0 | 0.0 % | 1.4 % | 0 | 0 |
| 08: Specialized sales and service personnel | 25 | 0 | 0.0 % | 2.0 % | 1 | -1 |
| 09: Skilled workers and artisans | 12 | 0 | 0.0 % | 2.8 % | 0 | 0 |
| 10 : Office staff | 18 | 0 | 0.0 % | 1.6 % | 0 | 0 |
| 11: Intermediate sales and service personnel | 88 | 0 | 0.0 % | 1.6 % | 1 | -1 |
| 12: Skilled Manual Workers | 3 | 0 | 0.0 % | 1.6 % | 0 | 0 |
| 13: Other sales and service personnel | 177 | 2 | 1.1 % | 1.8 % | 3 | -1 |
| Total | 368 | 2 | 0.5 % | 1.8 % | 5 | -3 |

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



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Summary Report
 Date: 2019-05-22

Members of Visible Minorities

| Employment Equity Occupational Group | All employees # | Members of Visible Minorities | | | | Difference # |
|--|--------------------|-------------------------------|-------------------|-------------------|---------------------|-----------------|
| | | Representation # | Availability % | Availability % | Representation # | |
| 02: Middle management and other directors | 18 | 0 | 0.0 % | 17.6 % | 3 | -3 |
| 03: Professionals | 6 | 0 | 0.0 % | 18.5 % | 1 | -1 |
| 05: Supervisors | 13 | 1 | 7.7 % | 3.2 % | 0 | 1 |
| 07: Administrative and Senior Clerical Staff | 8 | 0 | 0.0 % | 3.3 % | 0 | 0 |
| 08: Specialized sales and service personnel | 25 | 2 | 8.0 % | 31.9 % | 8 | -6 |
| 09: Skilled workers and artisans | 12 | 0 | 0.0 % | 3.7 % | 0 | 0 |
| 10 : Office staff | 18 | 2 | 11.1 % | 4.1 % | 1 | 1 |
| 11: Intermediate sales and service personnel | 88 | 8 | 9.1 % | 6.4 % | 6 | 2 |
| 12: Skilled Manual Workers | 3 | 0 | 0.0 % | 3.9 % | 0 | 0 |
| 13: Other sales and service personnel | 177 | 38 | 21.5 % | 7.7 % | 14 | 24 |
| Total | 368 | 51 | 13.9 % | 9.1 % | 33 | 18 |

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



Workplace equity information management system - InnVest REIT
Default Workforce Analysis System - Summary Report
 Date: 2019-05-22

Persons with disabilities

| Employment Equity Occupational Group | All employees # | Persons with disabilities | | | | Difference # |
|--|--------------------|---------------------------|-------------------|-------------------|---------------------|-----------------|
| | | Representation # | Availability % | Availability % | Representation # | |
| 01/02 : Executives | 18 | 1 | 5.6 % | 5.0 % | 1 | 0 |
| 03: Professionals | 6 | 0 | 0.0 % | 8.9 % | 1 | -1 |
| 05: Supervisors | 13 | 1 | 7.7 % | 27.5 % | 4 | -3 |
| 07: Administrative and Senior Clerical Staff | 8 | 0 | 0.0 % | 10.0 % | 1 | -1 |
| 08: Specialized sales and service personnel | 25 | 0 | 0.0 % | 8.0 % | 2 | -2 |
| 09: Skilled workers and artisans | 12 | 0 | 0.0 % | 7.8 % | 1 | -1 |
| 10 : Office staff | 18 | 0 | 0.0 % | 9.3 % | 2 | -2 |
| 11: Intermediate sales and service personnel | 88 | 0 | 0.0 % | 10.8 % | 10 | -10 |
| 12: Skilled Manual Workers | 3 | 0 | 0.0 % | 10.3 % | 0 | 0 |
| 13: Other sales and service personnel | 177 | 9 | 5.1 % | 10.7 % | 19 | -10 |
| Total | 368 | 11 | 3.0 % | 10.6 % | 41 | -30 |

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



Default Workforce Analysis System - Summary Report

Date: 2019-05-22

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

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|---|------------------------|----------------------|
| 02: Middle and Other Managers 03: Professionals | EEOG | National |
| | NOC | National |
| 05: Supervisors | EEOG | CMA |
| 07: Administrative and Senior Clerical Staff | EEOG | CMA |
| 08: Specialized sales and service personnel | CNP | Provincial |
| 09: Skilled workers and artisans | CNP | Provincial |
| 10 : Office staff | EEOG | CMA |
| 11: Intermediate sales and service personnel | EEOG | CMA |
| 12: Skilled Manual Workers | EEOG | CMA |
| 13: Other sales and service personnel | EEOG | CMA |



Default Workforce Analysis System - Summary Report

Date: 2019-05-22

Default Data for Workforce Analysis - Persons with Disabilities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|---|------------------------|----------------------|
| 01/02 : Executives | CPEME | National |
| 03: Professionals | CPEME | National |
| 05: Supervisors | CPEME | National |
| 07: Administrative and Senior Clerical Personnel 08: Specialized Sales and Service Personnel 09: Skilled Workers and Craftspeople | CPEME | National |
| 10 : Clerical staff | CPEME | National |
| 1111: Intermediate sales and service personnel 12: Skilled manual workers | CPEME | National |
| 13: Other sales and service personnel | CPEME | National |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

InnVest REIT

2019-05-22

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2019 | 05 | 22 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 10 | 24 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

InnVest REIT

2019-05-22

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2019 | 05 | 22 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 10 | 24 |

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) | Table 2: Aboriginal Peoples | | | | Table 6: Aboriginal Peoples | | | | Table 10: Aboriginal Peoples | | | |
|---|-----------------------------|--------------------------|----------------------|--------------------------|-----------------------------|-----------------------------|------------------------|-----------------------------|------------------------------|-------------------------------|--------------------------|-------------------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired | All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted | All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 03 Professionals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

InnVest REIT

2019-05-22

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2019 | 05 | 22 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 10 | 24 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EOG) | Table 3: Persons with Disabilities | | | | Table 7: Persons with Disabilities | | | | Table 11: Persons with Disabilities | | | |
|---|------------------------------------|---------------------------------|----------------------|---------------------------------|------------------------------------|------------------------------------|------------------------|------------------------------------|-------------------------------------|--------------------------------------|--------------------------|--------------------------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired | All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted | All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 03 Professionals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

InnVest REIT

2019-05-22

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2019 | 05 | 22 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 10 | 24 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EOG) | Table 4: Members of Visible Minorities | | | | Table 8: Members of Visible Minorities | | | | Table 12: Members of Visible Minorities | | | |
|---|--|-------------------------------------|----------------------|-------------------------------------|--|--|------------------------|--|---|--|--------------------------|--|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Terminated | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 03 Professionals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Federal Contractors Program Achievement Report

Part 3: Goals

InnVest REIT

2019-05-22

Data for First/Previous Goals

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

Table 1: Women

| Employment Equity Occupational Group (EOG) | | First/Previous Short-term Goals | | | | | | | | | | | | | | | | | | |
|--|------------------------------|---------------------------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|----------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | All Employees | | | | | | | Women | | | | | | | | | | | |
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | |
| | | 2019-05-22 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2019-05-22 | Annually | Over 3 Years | # | # | % | % | % | # | # | % | % |
| # | % | % | # | % | % | # | # | % | # | # | # | % | % | % | # | # | % | % | | |
| 01 | Senior Managers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 02 | Middle & Other Managers | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 10 | 25.0% | 8 | 5 | 0 | 39.4% | 3 | -5 | 55.6% | 11.1% | |
| 03 | Professionals | 6 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 5 | 5 | 5 | 25.0% | 4 | 3 | 0 | 67.7% | 1 | -3 | 83.3% | 16.7% | |
| 04 | Semi-Professionals & Tech | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 05 | Supervisors | 13 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 10 | 10 | 8 | 25.0% | 6 | 5 | 0 | 51.5% | 1 | -5 | 61.5% | 15.4% | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 07 | Administrative & Sr Clerical | 8 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 6 | 6 | 8 | 25.0% | 6 | 4 | 0 | 80.4% | 2 | -4 | 100.0% | 25.0% | |
| 08 | Skilled Sales & Service | 25 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 19 | 19 | 9 | 25.0% | 7 | 7 | 0 | 35.4% | 0 | -7 | 36.0% | 8.0% | |
| 09 | Skilled Crafts & Trades | 12 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 9 | 9 | 2 | 25.0% | 2 | 0 | 0 | 1.7% | 2 | 0 | 16.7% | 0.0% | |
| 10 | Clerical Personnel | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 13 | 25.0% | 10 | 8 | 0 | 58.6% | 2 | -8 | 72.2% | 16.7% | |
| 11 | Intermediate Sales & Service | 88 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 66 | 66 | 41 | 25.0% | 31 | 45 | 33 | 50.0% | 62.6% | -14 | -12 | 46.6% | 48.9% |
| 12 | Semi-Skilled Manual | 3 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 2 | 2 | 0 | 25.0% | 0 | 0 | 0 | 12.5% | 0 | 0 | 0.0% | 0.0% | |
| 13 | Other Sales & Service | 177 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 133 | 133 | 91 | 25.0% | 68 | 64 | 0 | 49.1% | 4 | -64 | 51.4% | 13.0% | |
| 14 | Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| Total | | 368 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 276 | 276 | 187 | 25.0% | 140 | 139 | 0 | 50.6% | 1 | -139 | 50.8% | 12.8% | |

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

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

Table 2: Women

| Employment Equity Occupational Group (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 | | 50.0 | | 50.0 | |
| 12 | Semi-Skilled Manual | | 0.0 | | 0.0 | |
| 13 | Other Sales & Service | | 0.0 | | 0.0 | |
| 14 | Other Manual Workers | | 0.0 | | 0.0 | |
| Total | | | 0.0 | | 0.0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

InnVest REIT

2019-05-22

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

| Employment Equity Occupational Group (EOG) | | All Employees | | | | | | | Aboriginal Peoples | | | | | | | | | | | | |
|--|------------------------------|---------------|----------|------------------------|--------------|----------|--|--------------|--------------------------------|------------|--------------|--|--------------|-----------------------------|--------------|--------------------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | Number | | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | Over 3 Years | Annually | | Over 3 Years | From - To YYYY - YYYY | | | | | |
| | | 2019-05-22 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2019-05-22 | Annually | Over 3 Years | Annually | Over 3 Years | 2019 | 2022 | | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | # | % | # | % | | | | | | |
| 01 | Senior Managers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 02 | Middle & Other Managers | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 0 | 25.0% | 0 | 0 | 0 | 0 | 2.7% | 0 | 0 | 0.0% | 0.0% | |
| 03 | Professionals | 6 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 5 | 5 | 0 | 25.0% | 0 | 0 | 0 | 0 | 2.3% | 0 | 0 | 0.0% | 0.0% | |
| 04 | Semi-Professionals & Tech | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 05 | Supervisors | 13 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 10 | 10 | 0 | 25.0% | 0 | 0 | 0 | 0 | 2.0% | 0 | 0 | 0.0% | 0.0% | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 07 | Administrative & Sr Clerical | 8 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 6 | 6 | 0 | 25.0% | 0 | 0 | 0 | 0 | 1.4% | 0 | 0 | 0.0% | 0.0% | |
| 08 | Skilled Sales & Service | 25 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 19 | 19 | 0 | 25.0% | 0 | 1 | 0 | 2.0% | 2.0% | -1 | -1 | 0.0% | 0.0% | |
| 09 | Skilled Crafts & Trades | 12 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 9 | 9 | 0 | 25.0% | 0 | 0 | 0 | 0 | 2.8% | 0 | 0 | 0.0% | 0.0% | |
| 10 | Clerical Personnel | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 0 | 25.0% | 0 | 0 | 0 | 0 | 1.6% | 0 | 0 | 0.0% | 0.0% | |
| 11 | Intermediate Sales & Service | 88 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 66 | 66 | 0 | 25.0% | 0 | 1 | 1 | 1.6% | 1.6% | -1 | 0 | 0.0% | 1.1% | |
| 12 | Semi-Skilled Manual | 3 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 2 | 2 | 0 | 25.0% | 0 | 0 | 0 | 0 | 1.6% | 0 | 0 | 0.0% | 0.0% | |
| 13 | Other Sales & Service | 177 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 133 | 133 | 2 | 25.0% | 2 | 3 | 2 | 1.8% | 1.8% | -1 | -1 | 1.1% | 1.1% | |
| 14 | Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| Total | | 368 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 276 | 276 | 2 | 25.0% | 2 | 7 | 0 | 0 | 1.8% | -5 | -7 | 0.5% | 0.0% | |

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

‡ 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 | | 0.0 | |
| 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 | | 2.0 | | 2.0 | |
| 09 | Skilled Crafts & Trades | | 0.0 | | 0.0 | |
| 10 | Clerical Personnel | | 0.0 | | 0.0 | |
| 11 | Intermediate Sales & Service | | 1.6 | | 1.6 | |
| 12 | Semi-Skilled Manual | | 0.0 | | 0.0 | |
| 13 | Other Sales & Service | | 1.8 | | 1.8 | |
| 14 | Other Manual Workers | | 0.0 | | 0.0 | |
| Total | | | 0.0 | | 0.0 | |

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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 5: Persons with Disabilities

| Employment Equity Occupational Group (EOG) | All Employees | | | | | | | | Persons with Disabilities | | | | | | | | | | | | |
|--|---------------|----------------|------------------------|--------------|-------------|--|--------------|------------|--------------------------------|--------------|--------------|--|--------------|-----------------------------|--------------|------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number | | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | YYYY-MM-DD | | Annually | Over 3 Years | Annually | Over 3 Years | | From - To | From - To | | | | | |
| | 2019-05-22 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2019-05-22 | Annually | Over 3 Years | Annually | Over 3 Years | 2019 | 2022 | | | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | % | # | % | | | | | | | |
| 01/02 Managers | 18 | -50.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | 0 | 5.0% | 0 | 0 | 5.6% | 5.6% | | |
| 03 Professionals | 6 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 5 | 5 | 0 | 25.0% | 0 | 1 | 0 | 8.9% | 8.9% | -1 | -1 | 0.0% | 0.0% | | |
| 04 Semi-Professionals & Tech | 0 | 0.0% | 0.0% | 0 | 0.0% | 25.0% | 0 | 0 | 0 | 25.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 05 Supervisors | 13 | -100.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | 3 | 0 | 27.5% | 27.5% | -3 | -3 | 7.7% | 7.7% | | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 25.0% | 0 | 0 | 0 | 25.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 07 Administrative & Sr Clerical | 8 | -100.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | 10.0% | 10.0% | -1 | -1 | 0.0% | 0.0% | | |
| 08 Skilled Sales & Service | 25 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 19 | 19 | 0 | 25.0% | 0 | 2 | 2 | 8.0% | 8.0% | -2 | 0 | 0.0% | 8.0% | | |
| 09 Skilled Crafts & Trades | 12 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 9 | 9 | 0 | 25.0% | 0 | 1 | 1 | 7.8% | 7.8% | -1 | 0 | 0.0% | 8.3% | | |
| 10 Clerical Personnel | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 0 | 25.0% | 0 | 2 | 1 | 9.3% | 9.3% | -2 | -1 | 0.0% | 5.6% | | |
| 11 Intermediate Sales & Service | 88 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 66 | 66 | 0 | 25.0% | 0 | 10 | 7 | 10.8% | 10.8% | -10 | -3 | 0.0% | 8.0% | | |
| 12 Semi-Skilled Manual | 3 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 2 | 2 | 0 | 25.0% | 0 | 0 | 0 | 10.3% | 10.3% | 0 | 0 | 0.0% | 0.0% | | |
| 13 Other Sales & Service | 177 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 133 | 133 | 9 | 25.0% | 7 | 17 | 14 | 10.7% | 10.7% | -10 | -3 | 5.1% | 9.0% | | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 25.0% | 0 | 0 | 0 | 25.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| Total | 368 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 276 | 276 | 11 | 25.0% | 8 | 36 | 0 | 10.6% | 10.6% | -28 | -36 | 3.0% | 0.8% | | |

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

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

Table 6: Persons with Disabilities

| Employment Equity Occupational Group (EOG) | Persons with Disabilities | | | Comments |
|--|---------------------------|-----------------|------------|----------|
| | Short-term Goals | Long-term Goals | | |
| | | % | % | |
| 01/02 Managers | | 0.0 | 0.0 | |
| 03 Professionals | | 8.9 | 8.9 | |
| 04 Semi-Professionals & Tech | | 0.0 | 0.0 | |
| 05 Supervisors | | 27.5 | 27.5 | |
| 06 Supervisors: Crafts & Trades | | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | | 10.0 | 10.0 | |
| 08 Skilled Sales & Service | | 8.0 | 8.0 | |
| 09 Skilled Crafts & Trades | | 7.8 | 7.8 | |
| 10 Clerical Personnel | | 9.3 | 9.3 | |
| 11 Intermediate Sales & Service | | 10.8 | 10.8 | |
| 12 Semi-Skilled Manual | | 0.0 | 0.0 | |
| 13 Other Sales & Service | | 10.7 | 10.7 | |
| 14 Other Manual Workers | | 0.0 | 0.0 | |
| Total | | 0.0 | 0.0 | |

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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) | | First/Previous Short-term Goals | | | | | | | | | | | | | | | | | | |
|--|------------------------------|---------------------------------|------------------------|----------|--------------|--|-----------|--------------|--------------------------------|-------------------------------|--|--------------|-----------------------------|--------------|--------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | All Employees | | | | | | | | Members of Visible Minorities | | | | | | | | | | |
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | Actual | Projected | Actual | | | Projected | YYYY-MM-DD | | Annually | Over 3 Years | | | | | |
| | | 2019-05-22 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2019-05-22 | Annually | Over 3 Years | # | 2019 | 2022 | % | % | # | # | % |
| # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | % | # | # | % | % | |
| 01 | Senior Managers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 02 | Middle & Other Managers | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 0 | 25.0% | 0 | 3 | 2 | 17.6% | 17.6% | -3 | -1 | 0.0% | 11.1% |
| 03 | Professionals | 6 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 5 | 5 | 0 | 25.0% | 0 | 1 | 1 | 18.5% | 18.5% | -1 | 0 | 0.0% | 16.7% |
| 04 | Semi-Professionals & Tech | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 | Supervisors | 13 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 10 | 10 | 1 | 25.0% | 1 | 0 | 0 | 3.2% | 3.2% | 1 | 0 | 7.7% | 0.0% |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 | Administrative & Sr Clerical | 8 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 6 | 6 | 0 | 25.0% | 0 | 0 | 0 | 3.3% | 3.3% | 0 | 0 | 0.0% | 0.0% |
| 08 | Skilled Sales & Service | 25 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 19 | 19 | 2 | 25.0% | 2 | 8 | 6 | 31.9% | 31.9% | -6 | -2 | 8.0% | 24.0% |
| 09 | Skilled Crafts & Trades | 12 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 9 | 9 | 0 | 25.0% | 0 | 0 | 0 | 3.7% | 3.7% | 0 | 0 | 0.0% | 0.0% |
| 10 | Clerical Personnel | 18 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 14 | 14 | 2 | 25.0% | 2 | 1 | 0 | 4.1% | 4.1% | 1 | -1 | 11.1% | 0.0% |
| 11 | Intermediate Sales & Service | 88 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 66 | 66 | 8 | 25.0% | 6 | 4 | 0 | 6.4% | 6.4% | 2 | -4 | 9.1% | 2.3% |
| 12 | Semi-Skilled Manual | 3 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 2 | 2 | 0 | 25.0% | 0 | 0 | 0 | 3.9% | 3.9% | 0 | 0 | 0.0% | 0.0% |
| 13 | Other Sales & Service | 177 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 133 | 133 | 38 | 25.0% | 29 | 5 | 0 | 7.7% | 7.7% | 24 | -5 | 21.5% | 5.1% |
| 14 | Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | | 368 | -100.0% | 0.0% | 0 | 0.0% | 25.0% | 276 | 276 | 51 | 25.0% | 38 | 20 | 0 | 9.1% | 9.1% | 18 | -20 | 13.9% | 3.5% |

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

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

Table 8: Members of Visible Minorities

| Employment Equity Occupational Group (EOG) | | Members of Visible Minorities | | | Comments |
|--|------------------------------|-------------------------------|-----------------|------|----------|
| | | Short-term Goals | Long-term Goals | | |
| | | | % | % | |
| 01 | Senior Managers | | 0.0 | 0.0 | |
| 02 | Middle & Other Managers | | 17.6 | 17.6 | |
| 03 | Professionals | | 18.5 | 18.5 | |
| 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 | | 31.9 | 31.9 | |
| 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 + 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 9: Women

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EOG) | | All Employees | | | | | | | Women | | | | | | | | | | | |
|--|------------------------------|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|----------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | |
| | | 2018-10-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-10-24 | Annually | Over 3 Years | 2018 | 2021 | % | % | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | # | # | % | % | % | # | # | % | % |
| 01 | Senior Managers | 0 | 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 | #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 | 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 | #DIV/0! | #DIV/0! |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 | Administrative & Sr Clerical | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 | Skilled Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 | Skilled Crafts & Trades | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 | Clerical Personnel | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 11 | Intermediate Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 | Semi-Skilled Manual | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 | Other Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 | Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 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 | |
| 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 + 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 11: Aboriginal Peoples
Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EOG) | All Employees | | | | | | | | Aboriginal Peoples | | | | | | | | | | |
|--|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|--------------------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | |
| | 2018-10-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-10-24 | Annually | Over 3 Years | # | % | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | % | # | % | % | # | # | % | % |
| 01 Senior Managers | 0 | 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 | #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 | 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 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 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 | |
| Total | | 0.0 | | 0.0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

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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 13: Persons with Disabilities

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EOG) | All Employees | | | | | | | | Persons with Disabilities | | | | | | | | | | |
|--|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|---------------------------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | |
| | 2018-10-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-10-24 | Annually | Over 3 Years | 2018 | 2021 | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | # | % | % | % | # | # | % | % |
| 01/02 Managers | 0 | -50.0% | | 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 | 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 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |

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

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

Table 14: Persons with Disabilities

| Employment Equity Occupational Group (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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Part 3: Goals

InnVest REIT

2019-05-22

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 + 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 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EOG) | All Employees | | | | | | | | Members of Visible Minorities | | | | | | | | | | |
|--|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|-------------------------------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | |
| | 2018-10-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-10-24 | Annually | Over 3 Years | # | % | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | % | # | % | % | # | # | % | % |
| 01 Senior Managers | 0 | 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 | #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 | 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 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 0 | -100.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |

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

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

Table 16: Members of Visible Minorities

| Employment Equity Occupational Group (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 | |
| Total | | 0.0 | | 0.0 | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

InnVest REIT

2019-05-22

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|----------------|--------------|------|-----|-----------|---------------|-------|--------------------|--------|---------------|------------|------------|----------|---------------|--------|--------------|------------|--------|----------|------------|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Women | | | Gap | EE Result | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | |
| | | # | Representation | Availability | % | # | # | % | # | % | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 8 | 100.0 | 80.4 | 6 | 2 | 124.4 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2019 | 25 | 9 | 36.0 | 35.4 | 9 | 0 | 101.7 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2019 | 12 | 2 | 16.7 | 1.7 | 0 | 2 | 980.4 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 2019 | 18 | 13 | 72.2 | 58.6 | 11 | 2 | 123.2 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 2019 | 88 | 41 | 46.6 | 62.6 | 55 | -14 | 74.4 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2019 | 3 | 0 | 0.0 | 12.5 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E + D x 100 | Part 3: Goals | E + G x 100 | Part 3: Goals | F + I x 100 | Part 3: Goals | E + K x 100 | Part 3: Goals | F + M x 100 |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | Goals | | | | | | | | Comments | |
|---|------|---------------|-------|---------------------|------|---------------------|------|---------------------|------|---------------------|------|----------|--|
| | | Flow Data | | Short-term Goals | | | | Long-term Goals | | | | | |
| | | All Employees | Women | Women | | Women | | Women | | Women | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| 07 Administrative & Senior Clerical | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |
| 08 Skilled Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |
| 10 Clerical Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |
| 11 Intermediate Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 50.0 | 0.0 | 0 | 0.0 | 50.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

InnVest REIT

2019-05-22

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|---|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------------------|----------|------------|--------|------------|------------|--------|----------|--------------|---|---|---|-----|---|---|--|
| | | All Employees | Workforce | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | | Women | | | | | | | Women | | | | Women | | | | Women | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | | | | |
| 13 Other Sales & Service Personnel | 2019 | 177 | 91 | 51.4 | 49.1 | 87 | 4 | 104.7 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |
| 14 Other Manual Workers | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |
| Total | 2019 | 368 | 187 | 50.8 | 50.6 | 186 | 1 | 100.4 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

InnVest REIT

2019-05-22

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|---|---|---|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Aboriginal Peoples | | | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 01 Senior Managers | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 2019 | 18 | 0 | 0.0 | 2.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 03 Professionals | 2019 | 6 | 0 | 0.0 | 2.3 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 2019 | 13 | 0 | 0.0 | 2.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | | Aboriginal Peoples | | Aboriginal Peoples | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | # | % | % | % | # | % | % | % | | |
| 01 Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 02 Middle & Other Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 03 Professionals | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 04 Semi-Professionals & Technicians | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 05 Supervisors | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

InnVest REIT

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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 (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 | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | | | | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 0 | 0.0 | 1.4 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2019 | 25 | 0 | 0.0 | 2.0 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2019 | 12 | 0 | 0.0 | 2.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 2019 | 18 | 0 | 0.0 | 1.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 2019 | 88 | 0 | 0.0 | 1.6 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2019 | 3 | 0 | 0.0 | 1.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | |
|---------------|--|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | | Aboriginal Peoples | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | % | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 08 Skilled Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 2.0 | 0.0 | 0 | 0.0 | 2.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 10 Clerical Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 1.6 | 0.0 | 0 | 0.0 | 1.6 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

InnVest REIT

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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 (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|----------|------------|--------|--------------------|------------|--------|----------|--------------------|---|---|---|-----|---|---|---|
| | | All Employees | Workforce | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | | Aboriginal Peoples | | | | | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 13 Other Sales & Service Personnel | 2019 | 177 | 2 | 1.1 | 1.8 | 3 | -1 | 62.8 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| Total | 2019 | 368 | 2 | 0.5 | 1.8 | 7 | -5 | 30.2 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---------------|--|--|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | | | | |
| | | 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 | Goal | Percent of Goal Met | | |
| # | # | % | % | # | % | % | # | % | % | # | % | % | | |
| 13 Other Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 1.8 | 0.0 | 0 | 0.0 | 1.8 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

InnVest REIT

2019-05-22

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|---|------|--------------------|---------------------------|--------------|------|-----------|---------------|---------------------------|----------|--------------------|---------------|---------------------------|----------|------------|---------------|---------------------------|----------|--------------|---|---|---|---|-----|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 01&02 Managers | 2019 | 18 | 1 | 5.6 | 5.0 | 1 | 0 | 111.1 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals | 2019 | 6 | 0 | 0.0 | 8.9 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 05 Supervisors | 2019 | 13 | 1 | 7.7 | 27.5 | 4 | -3 | 28.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | Goals | | | | | | | | Comments | |
|---|------|---------------|---------------------------|---------------------------|------|---------------------|------|---------------------------|------|---------------------|------|----------|---------------------|
| | | Flow Data | | Short-term Goals | | | | Long-term Goals | | | | | |
| | | All Employees | Persons with Disabilities | Persons with Disabilities | | | | Persons with Disabilities | | | | | |
| | | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | | Percent of Goal Met |
| # | # | % | # | % | % | # | % | % | # | % | % | | |
| 01&02 Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 03 Professionals | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 8.9 | 0.0 | 0 | 0.0 | 8.9 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 04 Semi-Professionals & Technicians | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 05 Supervisors | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 27.5 | 0.0 | 0 | 0.0 | 27.5 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |

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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 (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|---|------|--------------------|---------------------------|--------------|------|-----------|--------|----------|------------|--------------------|---------------------------|----------|------------|---------------|---------------------------|----------|------------|---------------|---------------------------|---|---|---|-----|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 0 | 0.0 | 10.0 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2019 | 25 | 0 | 0.0 | 8.0 | 2 | -2 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2019 | 12 | 0 | 0.0 | 7.8 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel | 2019 | 18 | 0 | 0.0 | 9.3 | 2 | -2 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 2019 | 88 | 0 | 0.0 | 10.8 | 10 | -10 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2019 | 3 | 0 | 0.0 | 10.3 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |

| | | | | | | | | | | | | |
|---------------|--|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 |
| # | # | # | % | # | % | % | % | # | % | % | % | | |
| 07 Administrative & Senior Clerical | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 10.0 | 0.0 | 0 | 0.0 | 10.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 08 Skilled Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 8.0 | 0.0 | 0 | 0.0 | 8.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 7.8 | 0.0 | 0 | 0.0 | 7.8 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 10 Clerical Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 9.3 | 0.0 | 0 | 0.0 | 9.3 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 11 Intermediate Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 10.8 | 0.0 | 0 | 0.0 | 10.8 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | |

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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 | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | # | | | | | |
| 13 | Other Sales & Service Personnel | 2019 | 177 | 9 | 5.1 | 10.7 | 19 | -10 | 47.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 | Other Manual Workers | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | | 2019 | 368 | 11 | 3.0 | 10.6 | 39 | -28 | 28.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 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 |
| | | New Entrants | | | | Goals | | | | | | | | Comments |
| | | Flow Data | | Short-term Goals | | | | Long-term Goals | | | | | | |
| | | Persons with Disabilities | | Persons with Disabilities | | | | Persons with Disabilities | | | | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| | | # | # | # | # | # | # | # | # | # | # | # | | |
| 13 | Other Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 10.7 | 0.0 | 0 | 0.0 | 10.7 | 0.0 | |
| | | 2021 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 14 | Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2021 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| Total | | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2021 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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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 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 | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 01 Senior Managers | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 2019 | 18 | 0 | 0.0 | 17.6 | 3 | -3 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 03 Professionals | 2019 | 6 | 0 | 0.0 | 18.5 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 2019 | 13 | 1 | 7.7 | 3.2 | 0 | 1 | 240.4 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | | Visible Minorities | | Visible Minorities | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | % | % | % | % | % | % | | | |
| 01 Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 02 Middle & Other Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 17.6 | 0.0 | 0 | 0.0 | 17.6 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 03 Professionals | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 18.5 | 0.0 | 0 | 0.0 | 18.5 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 04 Semi-Professionals & Technicians | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 05 Supervisors | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |

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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 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 | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | | | | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 0 | 0.0 | 3.3 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2019 | 25 | 2 | 8.0 | 31.9 | 8 | -6 | 25.1 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2019 | 12 | 0 | 0.0 | 3.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel | 2019 | 18 | 2 | 11.1 | 4.1 | 1 | 1 | 271.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 2019 | 88 | 8 | 9.1 | 6.4 | 6 | 2 | 142.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2019 | 3 | 0 | 0.0 | 3.9 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |

| | | | | | | | | | | | | |
|---------------|--|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | | Visible Minorities | | Visible Minorities | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | % | % | % | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 08 Skilled Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 31.9 | 0.0 | 0 | 0.0 | 31.9 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 10 Clerical Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | |

| |
|---|
| Federal Contractors Program Achievement Report |
| Part 8: Reasonable Efforts |
| InnVest REIT |
| 2019-05-22 |

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Employment Equity – Self-Identification Questionnaire

(Confidential when completed)

The information in this questionnaire will allow Hilton Québec to follow up on opportunities for employee training, promotion and retention to identify and remove barriers to employment and advancement. With your consent (see section E below), the person responsible for employment equity could also use it for human resources management, including registering you for training, developmental assignments and special programs.

You are authorized to review and correct the information about you at any time, and we guarantee that it will not be used for unauthorized purposes. Completing this questionnaire is not mandatory.

Please note that an individual may belong to more than one designated group. Thank you for your cooperation.

| | | | | | | |
|--------------------------|---|---|------------|-----------|--------------------------|--------------------------|
| A. | Last name | First name | | | | |
| | Male <input type="checkbox"/> | Female <input type="checkbox"/> | | | | |
| B. | <p>Persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employer is likely to consider them disadvantaged in employment by reason of that impairment. Persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace also belong to this group.</p> | | | | | |
| | Are you a person with a disability? | <table style="margin-left: auto; margin-right: 0;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> | Yes | No | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes | No | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | | | | | |
| C. | <p>Aboriginal peoples are North American Indians, Métis or Inuit. Registered or Treaty Indians and members of an Indian Band or First Nation are also included.</p> | | | | | |
| | Are you an Aboriginal person? | <table style="margin-left: auto; margin-right: 0;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> | Yes | No | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes | No | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | | | | | |
| D. | <p>Members of visible minorities are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour regardless of place of birth.</p> | | | | | |
| | Are you a member of a visible minority? | <table style="margin-left: auto; margin-right: 0;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> | Yes | No | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes | No | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | | | | | |
| E. | <p>Do you agree to have this information used for human resources management?</p> | | | | | |
| | | <table style="margin-left: auto; margin-right: 0;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> | Yes | No | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes | No | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | | | | | |

This form is also available in alternative formats

From: Kathy Brassard <Kathy.Brassard@hilton.com>
Sent: May 30, 2019 10:35 AM
To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>; Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>
Cc: Rene Desrosiers <Rene.Desrosiers@hilton.com>
Subject: InnVest REIT - Hilton Québec

Hello,

Here are the results for the Hilton Quebec. You will find attached items # 1, 3 and 4.

1. The self-identification questionnaire used to conduct your workforce survey. See attachment.
2. The results of your workforce survey including
 - the number of employees that were surveyed; : 409 employees surveyed.
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; 409 questionnaires returned.
 - the number of fully completed and returned self-identification questionnaires. 409 questionnaires completed.
3. The workforce analysis results (Summary Report and Detailed Report). See attachment.
4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists. See attachment.

Do not hesitate to contact us for any questions.

We look forward to hearing from you,

KATHY BRASSARD, CRIA
Directrice adjointe aux Ressources humaines | Human Resources Assistant Director
kathy.brassard@hilton.com

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Federal Contractors Program Report of the First Compliance Assessment

Employer Name: InnVest REIT - Hilton Québec

Primary Location: Quebec (ON)

Number of Employees: 368

Organization Overview:

NAICS 7211 – Traveller Accommodation

Hilton Québec operates as a hotel and it has 571 guest rooms, two on site restaurant and 20 flexible meeting rooms. Its amenities include also a modern fitness center and a heated outdoor pool.

Key Dates – First Year Assessment

Initiated: 2019-02-02

Received: 2019-05-30

Workforce Analysis: 2019-05-22

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

| # | % |
|-----|-----|
| 368 | 100 |
| 368 | 100 |
| 368 | 100 |

Number of questionnaires returned:

Number of completed questionnaires returned:

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

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

Observations: None

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations: None

SUMMARY OF GOALS

Women

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|--|-----|------------|----------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Gap | Short-term | Long-term | | |
| # | Description | | # | (1 to 3 years) | (3+ years) | % |
| 11 | Intermediate Sales & Service Personnel | -14 | 50.0 | 50.0 | 46.6 | 62.6 |

Observations: None

Aboriginal Peoples

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|--|-----|------------|----------------|----------------|-----|
| Employment Equity Occupational Group (EEOG) | | Gap | Short-term | Long-term | | |
| # | Description | | # | (1 to 3 years) | (3+ years) | % |
| 08 | Skilled Sales & Service Personnel | -1 | 2.0 | 2.0 | 0.0 | 2.0 |
| 11 | Intermediate Sales & Service Personnel | -1 | 1.6 | 1.6 | 0.0 | 1.6 |
| 13 | Other Sales & Service Personnel | -1 | 1.8 | 1.8 | 1.1 | 1.8 |

Observations:

Members of Visible Minorities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|-----------------------------------|-----|------------|----------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Gap | Short-term | Long-term | | |
| # | Description | | # | (1 to 3 years) | (3+ years) | % |
| 02 | Middle & Other Managers | -3 | 17.6 | 17.6 | 0.0 | 17.6 |
| 03 | Professionals | -1 | 18.5 | 18.5 | 0.0 | 18.5 |
| 08 | Skilled Sales & Service Personnel | -6 | 31.9 | 31.9 | 8.0 | 31.9 |

Observations: None

Persons with Disabilities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|---------------|-----|------------|----------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Gap | Short-term | Long-term | | |
| # | Description | | # | (1 to 3 years) | (3+ years) | % |
| 03 | Professionals | -1 | 8.9 | 8.9 | 0.0 | 8.9 |
| 05 | Supervisors | -3 | 27.5 | 27.5 | 7.7 | 27.5 |

| | | | | | | |
|----|--|-----|------|------|-----|------|
| 07 | Admin & Senior Clerical Personnel | -1 | 10.0 | 10.0 | 0.0 | 10.0 |
| 08 | Skilled Sales & Service Personnel | -2 | 8.0 | 8.0 | 0.0 | 8.0 |
| 09 | Skilled Crafts & Trades Workers | -1 | 7.8 | 7.8 | 0.0 | 7.8 |
| 10 | Clerical Personnel | -2 | 9.3 | 9.3 | 0.0 | 9.3 |
| 11 | Intermediate Sales & Service Personnel | -10 | 10.8 | 10.8 | 0.0 | 10.8 |
| 13 | Other Sales & Service Personnel | -10 | 10.7 | 10.7 | 5.1 | 10.7 |

Observations: None

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 their unique circumstances, I recommend the closing letter include the following:

- We encourage Hilton Québec put in place special measures to ensure they achieve goals set and increase the representation of designated group members.
- Hilton Québec may want to support its hiring and promotion goals with a plan containing measures to attract and retain individuals from the designated groups as employees. The organization is encouraged to adopt measures it sees as best suited to their context in order to ensure reasonable progress towards achieving its goals.

Name of Analyst: Maurice N. Yakibonge

Date: 2019-09-24

From: Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME
Sent: September 27, 2019 11:44 AM
To: 'lisa.conway@investhotels.com' <lisa.conway@investhotels.com>
Cc: 'ian.taylor@investhotels.com' <ian.taylor@investhotels.com>; 'Rene.Desrosiers@hilton.com' <Rene.Desrosiers@hilton.com>
Subject: Government of Canada Agreement Number: 10000672 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Lisa Conway:

I am writing to inform you that the compliance assessment initiated on February 2nd, 2019 has been completed. As a result of the assessment, InnVest REIT (Hilton Quebec) 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 InnVest REIT (Hilton Quebec)'s employment equity program.

- We encourage InnVest Reit (Hilton Québec) put in place special measures to ensure they achieve goals set and increase the representation of designated group members.
- InnVest Reit (Hilton Québec) may want to support its hiring and promotion goals with a plan containing measures to attract and retain individuals from the designated groups as employees. The organization is encouraged to adopt measures it sees as best suited to their context in order to ensure reasonable progress towards achieving its goals.

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 February 2nd, 2022. 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 InnVest REIT (Hilton Quebec) is notified of a subsequent assessment, the following information will be required:

- Workforce data (Form1 to 6) at the national level.
- A current workforce analysis; and
- 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, InnVest REIT (Hilton Quebec) 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.

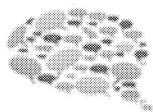
Should you require any further information regarding your organization's obligations under the FCP, please contact Maurice Yakibonge at maurice.yakibonge@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish InnVest REIT (Hilton Quebec) continued success in achieving a diverse and inclusive workplace.

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
ee-eme@hrsdcc-rhdcc.gc.ca

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
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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!