



Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

s.19(1)
s.24(1)

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization 002075060 Ontario Ltd	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) McIntosh Perry Survey Inc	Business Number [REDACTED]
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 5413	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 19 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 115 Walgreen Road	City Carp	Province ON	Postal Code K0A 1L0
Telephone Number 613-836-2184			

EMPLOYMENT EQUITY CONTACT			
Name (print) Trish MacDonald	Title Strategic HR & Recruitment Specialist		
Telephone Number 613-836-2184 x2220	E-mail Address t.macdonald@mcintoshperry.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) [REDACTED]	Title Chief Operating Officer	
Address [REDACTED]	E-mail Address [REDACTED]@mcintoshperry.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Date (YYYY-MM-DD) 2016-04-05		
<p>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.</p> <p>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.</p> <p>Your personal information is administered in accordance with the <i>Privacy Act</i> 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 <i>Info Source</i>, which is available at the following website address: http://www.infosource.gc.ca. <i>Info Source</i> may also be accessed online at any Service Canada Centre.</p>		

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@hrdc-rhdcc.gc.ca.

Dorval, Frederic F [NC]

From: Yakibonge, Maurice [NC] on behalf of EE-EME
Sent: January 30, 2018 8:07 AM
To: 'c.mcshane@mcintoshperry.com'; EE-EME
Cc: 'Christine Roy'; Normandin, Ward W [NC]
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information - 10000454

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 February 26, 2018**.

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

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, 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: Christine Roy [mailto:c.roy@mcintoshperry.com]
Sent: January-29-18 10:46 AM
To: EE-EME
Subject: Application for Extension of First Compliance Assessment Deadline

Hello,
Please find attached a request for extension of the deadline to meet our first compliance assessment.

Thanks
Christine

Christine Roy
Human Resources Manager
115 Walgreen Road, R.R. 3, Carp, ON K0A 1L0
T. 613.836.2184 (ext 2220) | F. 613.836.3742
c.roy@mcintoshperry.com | www.mcintoshperry.com

McINTOSH PERRY

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Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	3	0	0.0 %	27.4 %	1	-1	National
02 : Middle and Other Managers	National	7	1	14.3 %	38.9 %	3	-2	National
03 : Professionals		72	21	29.2 %	19.7 %	14	7	
2121 : Biologists and related scientists	National	7	1	14.3 %	50.9 %	4	-3	National
2131 : Civil engineers	National	57	19	33.3 %	15.3 %	9	10	National
2144 : Geological engineers	National	5	0	0.0 %	15.9 %	1	-1	National
2153 : Urban and land use planners	National	2	0	0.0 %	42.2 %	1	-1	National
2171 : Information systems analysts and consultants	National	1	1	100.0 %	28.3 %	0	1	National
04 : Semi-Professionals and Technicians		90	16	17.8 %	13.1 %	12	4	
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	20.2 %	0	0	Ontario
2221 : Biological technologists and technicians	Ontario	2	1	50.0 %	51.3 %	1	0	Ontario
2231 : Civil engineering technologists and technicians	Ontario	28	8	28.6 %	15.7 %	4	4	Ontario
2253 : Drafting technologists and technicians	Ontario	5	0	0.0 %	26.4 %	1	-1	Ontario
2254 : Land survey technologists and technicians	Ontario	1	0	0.0 %	13.1 %	0	0	Ontario
2262 : Engineering inspectors and regulatory officers	Ontario	1	0	0.0 %	20.7 %	0	0	Ontario
2264 : Construction inspectors	Ontario	52	7	13.5 %	8.6 %	4	3	Ontario
07 : Administrative and Senior Clerical Personnel		12	11	91.7 %	79.0 %	9	2	
Employment Equity Occupational Group	Kingston	3	3	100.0 %	83.5 %	3	0	Kingston
Employment Equity Occupational Group	Ottawa - Gatineau	8	7	87.5 %	77.2 %	6	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	80.1 %	1	0	Toronto
10 : Clerical Personnel		2	2	100.0 %	65.8 %	1	1	
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	65.8 %	1	1	Ottawa - Gatineau



Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

Employment Equity Occupational Group	Internal Location	Women					Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	
Total		186	51	27.4 %	21.7 %	40	11

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-12-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	3	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	7	0	0.0 %	2.2 %	0	0	National
03 : Professionals		72	0	0.0 %	1.1 %	1	-1	
2121 : Biologists and related scientists	National	7	0	0.0 %	1.7 %	0	0	National
2131 : Civil engineers	National	57	0	0.0 %	1.0 %	1	-1	National
2144 : Geological engineers	National	5	0	0.0 %	0.8 %	0	0	National
2153 : Urban and land use planners	National	2	0	0.0 %	2.7 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.1 %	0	0	National
04 : Semi-Professionals and Technicians		90	3	3.3 %	2.4 %	2	1	
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	5.4 %	0	0	Ontario
2221 : Biological technologists and technicians	Ontario	2	0	0.0 %	1.0 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Ontario	28	0	0.0 %	2.2 %	1	-1	Ontario
2253 : Drafting technologists and technicians	Ontario	5	1	20.0 %	1.3 %	0	1	Ontario
2254 : Land survey technologists and technicians	Ontario	1	0	0.0 %	4.4 %	0	0	Ontario
2262 : Engineering inspectors and regulatory officers	Ontario	1	0	0.0 %	0.0 %	0	0	Ontario
2264 : Construction inspectors	Ontario	52	2	3.8 %	2.7 %	1	1	Ontario
07 : Administrative and Senior Clerical Personnel		12	0	0.0 %	2.5 %	0	0	
Employment Equity Occupational Group	Kingston	3	0	0.0 %	1.2 %	0	0	Kingston
Employment Equity Occupational Group	Ottawa - Gatineau	8	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
10 : Clerical Personnel		2	0	0.0 %	2.8 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau



Workforce Analysis - Detailed Report

Date: 2017-12-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		186	3	1.6 %	1.9 %	3	0	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	3	0	0.0 %	10.1 %	0	0	National
02 : Middle and Other Managers	National	7	0	0.0 %	15.0 %	1	-1	National
03 : Professionals		72	7	9.7 %	24.6 %	18	-11	
2121 : Biologists and related scientists	National	7	0	0.0 %	17.2 %	1	-1	National
2131 : Civil engineers	National	57	6	10.5 %	26.0 %	15	-9	National
2144 : Geological engineers	National	5	1	20.0 %	22.6 %	1	0	National
2153 : Urban and land use planners	National	2	0	0.0 %	12.8 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	31.4 %	0	0	National
04 : Semi-Professionals and Technicians		90	11	12.2 %	17.7 %	16	-5	
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	13.3 %	0	0	Ontario
2221 : Biological technologists and technicians	Ontario	2	0	0.0 %	22.6 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Ontario	28	0	0.0 %	22.7 %	6	-6	Ontario
2253 : Drafting technologists and technicians	Ontario	5	0	0.0 %	30.2 %	2	-2	Ontario
2254 : Land survey technologists and technicians	Ontario	1	0	0.0 %	8.7 %	0	0	Ontario
2262 : Engineering inspectors and regulatory officers	Ontario	1	0	0.0 %	18.9 %	0	0	Ontario
2264 : Construction inspectors	Ontario	52	11	21.2 %	13.9 %	7	4	Ontario
07 : Administrative and Senior Clerical Personnel		12	0	0.0 %	12.1 %	1	-1	
Employment Equity Occupational Group	Kingston	3	0	0.0 %	3.4 %	0	0	Kingston
Employment Equity Occupational Group	Ottawa - Gatineau	8	0	0.0 %	12.2 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	37.3 %	0	0	Toronto
10 : Clerical Personnel		2	0	0.0 %	14.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau



Workforce Analysis - Detailed Report

Date: 2017-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities					Recruitment Area
		All Employees #	Representation #	Availability %	Gap %	Availability #	
Total		186	18	9.7 %	19.8 %	36	-18

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-12-31

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	10	0	0.0 %	4.3 %	0	0	National
03 : Professionals	National	72	2	2.8 %	3.8 %	3	-1	National
04 : Semi-Professionals and Technicians	National	90	6	6.7 %	4.6 %	4	2	National
07 : Administrative and Senior Clerical Personnel	National	12	0	0.0 %	3.4 %	0	0	National
10 : Clerical Personnel	National	2	0	0.0 %	7.0 %	0	0	National
Total		186	8	4.3 %	4.2 %	7	1	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-12-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2017-12-31

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



Workforce Analysis - Summary Report

Date: 2017-12-31

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	3	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	7	1	14.3 %	38.9 %	3	-2
03 : Professionals	72	21	29.2 %	19.7 %	14	7
04 : Semi-Professionals and Technicians	90	16	17.8 %	13.1 %	12	4
07 : Administrative and Senior Clerical Personnel	12	11	91.7 %	79.0 %	9	2
10 : Clerical Personnel	2	2	100.0 %	65.8 %	1	1
Total	186	51	27.4 %	21.7 %	40	11

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-12-31

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	3	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	7	0	0.0 %	2.2 %	0	0
03 : Professionals	72	0	0.0 %	1.1 %	1	-1
04 : Semi-Professionals and Technicians	90	3	3.3 %	2.4 %	2	1
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	2.5 %	0	0
10 : Clerical Personnel	2	0	0.0 %	2.8 %	0	0
Total	186	3	1.6 %	1.9 %	3	0

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	3	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	7	0	0.0 %	15.0 %	1	-1
03 : Professionals	72	7	9.7 %	24.6 %	18	-11
04 : Semi-Professionals and Technicians	90	11	12.2 %	17.7 %	16	-5
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	12.1 %	1	-1
10 : Clerical Personnel	2	0	0.0 %	14.7 %	0	0
Total	186	18	9.7 %	19.8 %	36	-18

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-12-31

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #
		#	%	%	#	
01/02 : Managers	10	0	0.0 %	4.3 %	0	0
03 : Professionals	72	2	2.8 %	3.8 %	3	-1
04 : Semi-Professionals and Technicians	90	6	6.7 %	4.6 %	4	2
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	3.4 %	0	0
10 : Clerical Personnel	2	0	0.0 %	7.0 %	0	0
Total	186	8	4.3 %	4.2 %	7	1

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-12-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2017-12-31

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
853921 Ontario Limited O/A
2018-01-29

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

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

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	3	0	27.4
02	Middle & Other Managers	7	1	38.9
03	Professionals	72	21	19.7
04	Semi-Professionals & Technicians	90	16	13.1
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	12	11	79.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	2	2	65.8
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		186	51	21.7

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	0	0	0.0
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	0	0	0.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		0	0	0.0

* Source:
2011 National Household Survey

* Source:

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

853921 Ontario Limited O/A

43129

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired

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Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

853921 Ontario Limited O/A

43129

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

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Table 3: Persons with Disabilities

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

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

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

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

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

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Part 2: Flow Data Analysis

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Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

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

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

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

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Part 3: Goals

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Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	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)		All Employees										Women										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	From - To	Present Availability						
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020	Present Availability						
		#	%	%	#	%	%	#	#	%	#	#	%	#	%	%	#	%	%	%		
01	Senior Managers	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%	
02	Middle & Other Managers	7	-100.0%	5.0%	1	0.0%	5.0%	1	2	1	5.0%	0	2	1	38.9%	38.9%	-2	-1	14.3%	25.0%		
03	Professionals	72	-100.0%	5.0%	11	0.0%	5.0%	11	22	21	5.0%	3	-2	4	19.7%	19.7%	7	6	29.2%	26.5%		
04	Semi-Professionals & Tech	90	-100.0%	5.0%	14	0.0%	5.0%	14	28	16	5.0%	2	0	4	13.1%	13.1%	4	4	17.8%	17.3%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	12	-100.0%	1.0%	0	0.0%	1.0%	0	0	11	1.0%	0	-2	0	50.0%	79.0%	2	2	91.7%	91.7%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-1	0	50.0%	65.8%	1	1	100.0%	100.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		186	-100.0%		0	0.0%		0	0	51	0.0%	0	-11	0		21.7%	11	11	27.4%	27.4%		

† 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 2: Women

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	1	27.4	0	0.0	In the event there is an opportunity to fill a role in Senior Management, either through attrition or retirement, the company will look to finding a qualified female candidate. The company will continue
02	Middle & Other Managers	1	38.9	0	0.0	The company will make effort to develop women from within and expand its outreach to networks geared to attract women.
03	Professionals	4	0.2	4	19.7	The company does not have a gap in this area. Continue to recruit and retain women in this occupational group.
04	Semi-Professionals & Tech	4	0.1	0	13.1	The company does not have a gap in this area. Continue to recruit and retain women in this occupational group.
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.5	0	0.0	No anticipated growth or turnover in this area and no representation gap.
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.5	0	0.0	No anticipated growth or turnover in this area and no representation gap.
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	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 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	From - To						YYYY - YYYY
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years		2017	2020							
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%		
01 Senior Managers	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%		
02 Middle & Other Managers	7	-100.0%	5.0%	1	0.0%	5.0%	1	2	5.0%	0	0	0	2.5%	2.2%	0	0	0.0%	0.0%		
03 Professionals	72	-100.0%	5.0%	11	0.0%	5.0%	11	22	5.0%	0	1	0	1.1%	1.1%	-1	-1	0.0%	0.0%		
04 Semi-Professionals & Tech	90	-100.0%	5.0%	14	0.0%	5.0%	14	28	5.0%	0	-1	1	2.4%	2.4%	1	2	3.3%	3.8%		
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	12	-100.0%	1.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	2.5%	2.5%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	2.8%	2.8%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	186	-100.0%		0	0.0%		0	0	0.0%	0	1	0			1.9%	-1	-1	1.6%	1.6%	

† 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 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	No anticipated growth or turnover in this area and no representation gap.
02 Middle & Other Managers	0	0.0	0	0.0	No representation gap; however, the company will put measures in place to outreach to aboriginal groups as part of its overall recruitment strategy
03 Professionals	1	1.1	0	0.0	The company will look to attract candidates in this area by increasing its outreach efforts.
04 Semi-Professionals & Tech	1	0.0	0	0.0	No representation gap; however, the company will put measures in place to outreach to aboriginal groups as part of its overall recruitment strategy
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	No anticipated growth or turnover in this area and no representation gap.
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	No anticipated growth or turnover in this area and no representation gap.
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	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						
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020							
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01/02	Managers	10	-100.0%	5.0%	2	0.0%	5.0%	2	4	0	5.0%	0	1	0	4.3%	4.3%	0	-1	0.0%	0.0%		
03	Professionals	72	-100.0%	5.0%	11	0.0%	5.0%	11	22	2	5.0%	0	1	1	3.8%	3.8%	-1	0	2.8%	3.6%		
04	Semi-Professionals & Tech	90	-100.0%	5.0%	14	0.0%	5.0%	14	28	6	5.0%	1	0	1	4.6%	4.6%	2	1	6.7%	5.8%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	12	-100.0%	1.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	3.4%	3.4%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	7.0%	7.0%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		186	-100.0%		0	0.0%		0	0	8	0.0%	0	0	0	4.2%	4.2%	0	0	4.3%	4.3%		

† 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	1	4.3	0	0.0	The company will look to address any long term representation gap in this group by developing outreach strategy and hiring practices which support persons with disabilities.
03	Professionals	1	3.8	0	0.0	Continue to source, attract and retain persons with disabilities in all hiring within this occupational group.
04	Semi-Professionals & Tech	1	0.0	0	0.0	There is no representation gap; however, the company will continue to look at its hiring and retention practices to ensure they support persons with disabilities.
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	No anticipated growth or turnover in this area and no representation gap
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.1	0	0.0	No anticipated growth or turnover in this area and no representation gap
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		All Employees											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	Annually	Over 3 Years		From - To	YYYY - YYYY					
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020							
		#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%			
01	Senior Managers	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	10.1%	10.1%	0	0	0.0%	0.0%		
02	Middle & Other Managers	7	-100.0%	5.0%	1	0.0%	5.0%	1	2	5.0%	0	0	1	30.0%	15.0%	-1	0	0.0%	12.5%			
03	Professionals	72	-100.0%	5.0%	11	0.0%	5.0%	11	22	7	5.0%	1	14	11	48.0%	24.6%	-11	-3	9.7%	20.5%		
04	Semi-Professionals & Tech	90	-100.0%	5.0%	14	0.0%	5.0%	14	28	11	5.0%	2	9	5	17.7%	17.7%	-5	-4	12.2%	13.5%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	7.0%	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	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	12	-100.0%	1.0%	0	0.0%	1.0%	0	0	0	1.0%	0	1	0	12.1%	12.1%	-1	-1	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	14.7%	14.7%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	0	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	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	#DIV/0!	#DIV/0!			
Total		186	-100.0%		0	0.0%		0	0	18	0.0%	0	19	0		19.8%	-19	-19	9.7%	9.7%		

† 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 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	0.1	0	0.0	No anticipated growth or turnover in this area and no representation gap.
02	Middle & Other Managers	1	15.0	0	0.0	The company will look to attract candidates from this category by increasing its outreach efforts or by developing from within in order to address this gap if possible.
03	Professionals	11	24.6	3	0.0	In the short term we will attempt to look at our hiring practices to increase our pool of qualified applicants from the visible minority group as well as looking to develop more junior candidates into the
04	Semi-Professionals & Tech	4	17.7	4	17.7	In the short term we will attempt to look at our hiring practices to increase our pool of qualified applicants from the visible minority group as well as looking to develop more junior candidates into the
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	12.1	0	0.0	Should we have the opportunity, we will look at our outreach efforts in order to attract qualified candidates from all designated groups.
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.1	0	0.0	No anticipated growth or turnover in this area and no representation gap.
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

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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 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Women										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	0					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years		0	3	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	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 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	

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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	0					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years		0	3	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	#	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	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 12: Aboriginal Peoples

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

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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

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

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities											
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To YYYY - YYYY	0						3
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	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 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	

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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Part 4: Results - Women

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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	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
01 Senior Managers	2017	3	0	0.0	27.4	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2017	7	1	14.3	38.9	3	-2	36.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2017	72	21	29.2	19.7	14	7	148.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2017	90	16	17.8	13.1	12	4	135.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	1	0.0	27.4	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	38.9	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	4	0.0	0.2	0.0	4	0.0	19.7	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	4	0.0	0.1	0.0	0	0.0	13.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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Part 4: Results - Women

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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	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#							
07	Administrative & Senior Clerical	2017	12	11	91.7	79.0	9	2	116.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	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	2017	0	0	0.0	0.0	0	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	2017	2	2	100.0	65.8	1	1	152.0	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	2017	0	0	0.0	0.0	0	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	2017	0	0	0.0	0.0	0	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				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.5	0.0	0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.5	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

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Part 4: Results - Women

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2017	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
14 Other Manual Workers	2017	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total	2017	186	51	27.4	21.7	40	11	126.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

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

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Part 5: Results - Aboriginal Peoples

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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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2017	3	0	0.0	2.9	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2017	7	0	0.0	2.2	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2017	72	0	0.0	1.1	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2017	90	3	3.3	2.4	2	1	138.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	1	0.0	1.1	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

853921 Ontario Limited O/A

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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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2017	12	0	0.0	2.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2017	2	0	0.0	2.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

853921 Ontario Limited O/A

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
14	Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total		2017	186	3	1.6	1.9	4	-1	84.9															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

853921 Ontario Limited O/A

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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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2017	10	0	0.0	4.3	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2017	72	2	2.8	3.8	3	-1	73.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2017	90	6	6.7	4.6	4	2	144.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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	0	0	0	0.0	1	0.0	4.3	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
03 Professionals	0	0	0	0.0	1	0.0	3.8	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

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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	2017	12	0	0.0	3.4	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2017	2	0	0.0	7.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.1	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		

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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 (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires			Promotions			Terminations								
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities									
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	%	#	#	#			
13	Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
14	Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
Total		2017	186	8	4.3	4.2	8	0	102.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2017	3	0	0.0	10.1	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2017	7	0	0.0	15.0	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
03 Professionals	2017	72	7	9.7	24.6	18	-11	39.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2017	90	11	12.2	17.7	16	-5	69.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
05 Supervisors	2017	0	0	0.0	7.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.1	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	15.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	11	0.0	24.6	0.0	3	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	4	0.0	17.7	0.0	4	0.0	17.7	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

853921 Ontario Limited O/A

43129

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			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#				
07	Administrative & Senior Clerical	2017	12	0	0.0	12.1	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	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	2017	0	0	0.0	0.0	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	2017	2	0	0.0	14.7	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	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	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0.0	1	0.0	12.1	0.0	0	0.0	0.0	0.0		
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
10	Clerical Personnel	0	0	0.0	0	0.0	0.1	0.0	0	0.0	0.0	0.0		
11	Intermediate Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12	Semi-Skilled Manual Workers	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

853921 Ontario Limited O/A

43129

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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13	Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0																
14	Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0																
Total		2017	186	18	9.7	19.8	37	-19	48.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
853921 Ontario Limited O/A
43129

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 Questionnaire

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

Completion of this questionnaire is mandatory to assist us in fulfilling the requirements of the Federal Contractors Program. However, you may choose to decline participation by selecting "I do not wish to participate".

Your unique payroll ID# must be submitted with your responses, whether you choose to participate or not, to link data to your job type for reporting purposes only. The information you provide on this questionnaire is confidential and will only be shared with internal Human Resources to meet employment equity obligations. Information is gathered and presented in summary form in the annual employment equity report and is used to develop initiatives to remove barriers to employment for the designated groups. Please note that you may self-identify with more than one group.

If you would like additional information about the Federal Contractors Program, please refer to the attached Q & A document.

Your unique payroll ID#: _____

1.	Gender <input type="checkbox"/> Female <input type="checkbox"/> Male
2.	<p style="text-align: center;">Are you an Aboriginal person? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><i>*For the purposes of employment equity, "Aboriginal Peoples" means persons who are Indian, Inuit or Métis.</i></p>
3.	<p style="text-align: center;">Are you a member of a visible minority? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><i>*For the purposes of employment equity, "members of visible minorities" means person, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour".</i></p>
4.	<p style="text-align: center;">Are you a person with a disability? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><i>*For the purposes of employment equity, "persons with disabilities" means persons who</i></p> <ul style="list-style-type: none"> • <i>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,</i> • <i>believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.</i>

I do not wish to participate.

At any time, you may change your submitted responses by requesting to complete a new questionnaire.

This questionnaire is available in alternate formats upon request.

Thank you very much for your time and cooperation in completing this survey.

If you require any assistance in completing this questionnaire, please contact Human Resources.

Dorval, Frederic F [NC]

From: Christine Roy <c.roy@mcintoshperry.com>
Sent: February 5, 2018 4:06 PM
To: Yakibonge, Maurice [NC]
Cc: Normandin, Ward W [NC]; Trish MacDonald; Chris McShane
Subject: RE: Government of Canada Agreement 10000454 – Notification of First Compliance Assessment under the Federal Contractors Program
Attachments: Employment Equity Questionnaire.docx; Workforce Analysis Summary Report.pdf; Workforce Analysis Detailed Report.pdf; MP_Achievement Report.xlsx

Hello Maurice and Ward,

I believe we are ready to submit the data for 853921 Ontario Limited O/A (McIntosh Perry Consulting Engineers) for the First Compliance Assessment under the Federal Contractors Program.

Attached please find the following documents:

1. Copy of McIntosh Perry's Self Identification Questionnaire distributed to all employees
 - 193 Questionnaires were distributed
 - 157 Questionnaires were completed and returned
 - 3 Questionnaires were returned but declined participation
 - 33 Questionnaires were not completed or returned
 - Participation Rate: $157/193 = 81\%$
2. Workforce Analysis results: Summary Report and Detailed Report
3. Achievement Report for McIntosh Perry showing the short and long term numerical goals to address the representation gaps.

Please let me know if you require anything further or if you have any questions regarding our submission.

Thank you,
Christine

Christine Roy

Human Resources Manager

115 Walgreen Road, R.R. 3, Carp, ON K0A 1L0
T. 613.836.2184 (ext 2220) | F. 613.836.3742
c.roy@mcintoshperry.com | www.mcintoshperry.com

McINTOSH PERRY

Confidentiality Notice – If this email wasn't intended for you, please return or delete it. Click [here](#) to read all of the legal language around this concept.



From: maurice.yakibonge@labour-travail.gc.ca [mailto:maurice.yakibonge@labour-travail.gc.ca]

Sent: December 14, 2017 10:57 AM

To: Christine Roy <c.roy@mcintoshperry.com>

Subject: RE: Government of Canada Agreement 10000454 – Notification of First Compliance Assessment under the Federal Contractors Program

Good Morning,

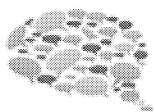
Please see the email below for your information in **Trish MacDonald** absence.

Thank you,

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
ee-eme@hrsdcc-rhdcc.gc.ca



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

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME

Sent: December-14-17 10:12 AM

To: 'c.mcshane@mcintoshperry.com'

Cc: 't.macdonald@mcintoshperry.com'

Subject: Government of Canada Agreement 10000454 – Notification of First Compliance Assessment under the Federal Contractors Program

Dear Chris McShane,

This is to inform you that 853821 Ontario Limited 0/A is now subject to a first compliance assessment for the Federal Contractors Program (FCP) under the Employment Equity Act.

Achieving compliance with the requirements of the FCP is a prerequisite for maintaining the right to bid on and receive any future federal contracts of any value.

As part of the first compliance assessment, you are required to submit the following information by email to ee-eme@hrsdcc-rhdcc.gc.ca **no later than January 30, 2018**:

1. The self-identification questionnaire used to conduct your workforce survey.
2. The results of your workforce survey including:
 - the number of employees that were surveyed;
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and
 - the number of fully completed and returned self-identification questionnaires.
3. The workforce analysis results (Summary Report and Detailed Report).
4. Short- and long-term numerical goals to address the representation gaps identified through your workforce analysis.

The first compliance assessment will comprise the analysis and verification of the documents your organization submits to ensure they are complete and meet the FCP requirements. You will be informed of our findings once the assessment is completed.

Tools and Resources

In order to support this work, we encourage you to use the [Workplace Equity Information Management System \(WEIMS\)](#). For your reference, please refer to the *Quick Reference Guide for Contractors: How to Complete a First Compliance Assessment Submission under the Federal Contractors Program* under FCP Documents of WEIMS [Help page](#).

[WEIMS](#) is a secure, cost-free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis (step 3 above). This application has the capability to:

- store and maintain your organization's employment equity information;
- create backup files of your data; and
- generate a workforce analysis using the latest Census data.

If your organization does not have access to WEIMS, please complete and submit an Authorization Form to Access WEIMS, available [here](#).

We strongly recommend that you use the resources and tools available under the WEIMS [help page](#). These tools will assist you in collecting your data and simplifying the process of calculating and establishing short- and long-term goals for addressing gaps in representation within your organization (step 4 above).

Should you have any questions, please contact your Program Officer, Sylvie Fortin, at sylvie.g.fortin@labour-travail.gc.ca.

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@hrsdc-rhdcc.gc.ca

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: 853921 Ontario Limited O/A (McIntosh Perry Consulting Engineers)

Primary Location: 115 Walgreen Rd, Carp, ON K0A 1L0

Number of Employees: 186 Permanent (193 Total)

Calgary	1
Toronto	30
Kingston	33
Ottawa - Gatineau	76
St. Catharines - Niagara	3
Barrie	5
Ont. less CMAs	38
Total	186

Organization Overview: McIntosh Perry provides a full range of consulting engineering and technical services.

Key Dates – First Year Assessment

Initiated: January 31st, 2017 (Volunteer)
 Received: May 2nd, 2018
 WFA: January 29th, 2018

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	193	100
Number of Surveys Returned:	157	81
Number of Completed Surveys Returned:	157	81

- 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:

The following clause was missing from their original survey but has now been added to their revised version:

“The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.”

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.

SUMMARY OF GOALS**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	# or %	# or %	%	%
1	Senior Managers	-1	27.4		0	27.4
2	Middle & Other Managers	-2	38.9		14.3	38.9

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	# or %	# or %	%	%
3	Professionals	-1	1.1		0	1.1

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	# or %	# or %	%	%
2	Middle & Other Managers	-1	15		0	15
3	Professionals	-11	24.6		0	24.6
4	Semi-Professionals & Technicians	-5	17.7		12.2	17.7
7	Administrative & Senior Clerical	-1	12.1		0	12.1

Personnel					
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Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
3	Professionals	-1	3.8		2.8	3.8

Observations:

853921 Ontario Limited O/A (McIntosh Perry Consulting Engineers) identified both numerical and percentage goals for their organization. The percentage goals were used for the purpose of this committee report.

This organization identified in the “Comments” section of their Goals tables that they plan to review their hiring practices to increase their pool of qualified candidates to help recruit more members of designated groups. They also plan to develop junior staff members to increase their stats in higher EEOG’s where there are gaps. Even in some categories where goals were not required, they did leave comments indicating that they will continue to attract, recruit and retain staff in these areas.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- The Self-Identification Questionnaire used by 853921 Ontario Limited O/A (McIntosh Perry Consulting Engineers) to survey the workforce was missing the clause identifying that, “The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group”. As this requirement was missing from the original survey that was distributed to staff, we recommend that the organization do a follow up with employees to provide them with the most current

version to allow them to update their information and give them the opportunity to respond to the new version.

- 853921 Ontario Limited O/A (McIntosh Perry Consulting Engineers) has a number of gaps in the designated group of 'Members of Visible Minorities'. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group through the use of internships or permanent employment when vacancies arise.

Name of Analyst: Alicia Dobney

Date: May 16th, 2018

Dorval, Frederic F [NC]

From: Dobney, Alicia A on behalf of EE-EME
Sent: May 25, 2018 9:07 AM
To: 'c.mcshane@mcintoshperry.com'; 't.macdonald@mcintoshperry.com'; 'Christine Roy'
Cc: EE-EME; Dobney, Alicia A
Subject: Government of Canada Agreement Number: 10000454 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Chris McShane:

I am writing to inform you that the compliance assessment initiated on May 2nd, 2018 has been completed. As a result of the assessment, 853821 Ontario Limited O/A 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 853821 Ontario Limited O/A's employment equity program.

- The Self-Identification Questionnaire used by 853921 Ontario Limited O/A (McIntosh Perry Consulting Engineers) to survey the workforce was missing the clause identifying that, *"The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group"*. As this requirement was missing from the original survey that was distributed to staff, we recommend that the organization do a follow up with employees to provide them with the most current version to allow them to update their information and give them the opportunity to respond to the new version.
- 853921 Ontario Limited O/A has a number of gaps in the 'Members of Visible Minorities' group. It may be beneficial for 853921 Ontario Limited O/A to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group. Fostering relationships with these organizations could allow 853921 Ontario Limited O/A to address and close gaps through internships or permanent employment when vacancies arise.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment on **January 30th, 2021**, four years after the award date of your initial goods or services contract and every three years thereafter. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When 853821 Ontario Limited O/A is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form 1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, 853821 Ontario Limited O/A will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

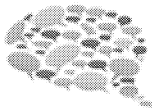
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement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

Should you require any further information regarding your organization's obligations under the FCP, please contact Alicia Dobney at alicia.dobney@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish 853821 Ontario Limited O/A continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc.gc.ca



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