Federal Contractors Program

Labour Program

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s.19(1)

s.24(1)

Agreement to Implement Employment Faulty

		•	-		
New Agreement	(All sections	must be comple	ted)		
Revised Agreement					
	ORG	ANIZATION	***************************************		***************************************
Legal Name of Organization			TParent compar	y is located outsid	o Canada
002075060 Ontario Ltd				.,	v vannuu
				☐ Yes	2 No
Operating Name (if different from Legal Name	of Organization)		Business Nun	nber	
McIntosh Perry Survey Inc					
			Total number of	f employees in Ca	nada
			(Permanent Fu	8-Time and/or Part	-Time)
Organization's North American Industry Class To find your organization's four-digit NAICS or		de Number	print the desired	· Processor	
http://www.statcan.gc.ca/subjects-sujets/stans		/list-tiste-eng.htm	LJ rederally	Regulated	
5413			[Z] Provincia	By Regulated	
	HE	ND OFFICE	<u> </u>		
Address (building number, street, suite, etc.)		Caty		Province	Postal Code
115 Walgreen Road		Carp		ON	KOA 1LO
		Telephone Number		•	
		613-836-218	4		
	EMPLOYMEN	T EQUITY CONT.	ACT	***************************************	
Name (print)		Title			
Trish MacDonald		Strategic HF	l & Recruit	ment Specia	ilist
Telephone Number	E-mail Address			Preferred Langua	ge of Correspondence
613-836-2184 x2220	t.macdonald@mcin	toshperry.com		Z English	☐ French
	CER	TIFICATION		***************************************	
The above-named organization:					
 having a combined workforce of 100 	or more permanent full-tin	ne and permanent p	art-time emplo	yees in Canada.	AND
intending to bid on, or being in receip	t of, a federal government	goods or services of	contract, standi	ng offer or contre	act issued under a
Supply Arrangement, valued at \$1,00	0,000 or more (including a	applicable taxes)			
hereby certifies its commitment to implem					
instrument, in keeping with the Federal C			nformation on I	now to implemen	t employment equity
please refer to: http://www.esdc.gc.ca/eng					
Important note: If an audit of the Agreen the procurement instrument(s) with the G			ers misrepresen	tation on the par	t of the organization,
	SIG	NATORY	***************************************		
NOTE: The signatory must be the Chief	Executive Officer OR an a	uthorized person in	an executive p	osition with lega	l authority to sign a
contract on behalf of the organization	ation.	····			
Name (print)		Title			
		Chief Operat	ing Office	organisa waxaa aa	
₹ €	vidress			Preferred Langu	age of Correspondenc
6	hane@mointo	shperry.com		[Z] Englis	th French
- 5		Date (YYYY-MM-DE)).		
		2016-04-05			

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.

er the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal

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

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

RETURN INSTRUCTIONS

IMPORTANT

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. The signed Agreement to implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-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: <u>ee-eme@hrsdc-rhdcc.gc.ca.</u>

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



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!

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

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Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	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	All Employees Repres		Representation		Availability		Recruitment Area
		#	#	%	%	#	#	
Total		186	51 2	7.4 %	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

		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	ability	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

		3						
Employment Equity Occupational Group	Internal Location	All Employees Representation		entation	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

		Members of Visible Minorities					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability Ga	p 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

	Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees Repre		entation	Availability		Gap	Recruitment Area
		#	#	%	%	#	#	
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

		Persons with Disabilities							
Employment Equity Occupational Group	Internal Location	All Employees	Representation		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

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	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	



Workforce Analysis - Summary Report

Date: 2017-12-31

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	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	



Workforce Analysis - Summary Report

Date: 2017-12-31

Members of Visible Minorities

Members of Visible Minorities							
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	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	



Workforce Analysis - Summary Report

Date: 2017-12-31

Persons with Disabilities

	Persons with Disabilities					
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	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



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	СМА



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



Data from Firs	t/Previous Wor	kforce Analysis	Data from Sul	bsequent/Curr Analysis	ent Workforce
1	Ţ	\	1	Ţ	\

Data fro	m First/Pre	vious Work	force Analysis
YYYY		MM	DD
2017		12	31

Data from Sul	bsequent/Current W	orkforce Analysis
YYYY	MM	DD

		Table 1: Women		
		First/Previous Workforce Analysis		
Employment Equity Occupational Group (EEOG)		All Employees	Won	nen
сири	syment Equity Occupational Group (EEOG)		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
Γotal	•	186	51	21.7

Subsequent/Current Workforce Analysis						
					All Employees	Women
	Representation	Availability*				
#	#	%				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	o	0.0				
0	0	0.0				
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ol	ol	0.0				
ō	ō	0.0				
o	ol	0.0				
<u> </u>	0	0.0				

* Source:				
2011 Nation	al Household:	Survey		

* Source:	

Data from First	/Previous Wor	kforce Analysis	Data from Sul	osequent/Curi Analysis	rent Workforce
<u> </u>	Ţ	1	<u>_</u>	Ţ	<u> </u>

2017	12	31
VVVV	MM	aa
Data from Fi	rst/Previous Work	force Analysis

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

		Table 2: Aboriginal Peoples			
		First/Previous Workforce Analysis			
r i ir i o i io mrodi		All Employees	Aboriginal Peoples		
сирк	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	3	0	2.9	
02	Middle & Other Managers	7	0	2.2	
03	Professionals	72	0	1.1	
04	Semi-Professionals & Technicians	90	3	2.4	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	12	0	2.5	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	2	0	2.8	
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	3	1.9	

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

* So	urce:						
2011	Nati	onal I	Househ	old Sur	vey		

* Source:	
0	

Data from First	/Previous Wor	kforce Analysis	Data from Sul	osequent/Curi Analysis	rent Workforce
1	1	1	1	1	1

2017	12	31
VVVV	MM	aa
Data from Fi	rst/Previous Work	force Analysis

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

		Table 3: Members of Visible Minorities First/Previous Workforce Analysis			
	E I G I I G FROS	All Employees	Members of Visible Minorities		
Emplo	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	3	0	10.1	
02	Middle & Other Managers	7	0	15.0	
03	Professionals	72	7	24.6	
04	Semi-Professionals & Technicians	90	11	17.7	
05	Supervisors	0	0	7.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	12	0	12.1	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	2	0	14.7	
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	18	19.8	

Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis			
All Employees	Members of Visi	······································	
• •	Representation	Availability*	
#	#	%	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	ol	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	

Source:
011 National Household Survey

* Source:		
0		

Data from First	/Previous Wor	kforce Analysis	Data from Su	bsequent/Curr Analysis	ent Workforce
1	1	\	1	1	1

2017	12	31
VVVV	MM	aa
Data from Fi	rst/Previous Work	force Analysis

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

		Table 4:	Persons with Dis	sabilities
		First/Pr	evious Workforce A	nalysis
F1.	The state of the control of the state of the	All Employees	Persons with	Disabilities
rmpio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	10	0	4.3
03	Professionals	72	2	3.8
04	Semi-Professionals & Technicians	90	6	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	12	0	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	2	0	7.0
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	•	186	8	4.2

Table 8:	Persons with Dis	sabilities
Subsequent	/Current Workfore	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
n	Λ	0.0

* Source:				
2012 Cana	dian Survey	on Disabi	lity	

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		×	*	×	×	×	۰	۰	*	8	×	8		Ø	×	×	×	×												8	8			ō	8	8	8	8	×	*	×	×	3	ä	۶	ä	ö	ŝ	×	۰	ä	ð	8	×	×	×	ð	В	8	ō																	×	×			8	×	×	*	×		×	3	8	ä	8				ð	8												
	X	×	8	ä	ï	ï	8	8	ä	8	Ĭ	8	8	8	8	8	8	8	8	8	8	×	8	8	8	8	8	8	8	8	8	8	Š	8	8	Š	8	8	8	ä	Š	8	Š	Š	Š	Š	8	8	Š	8	Š	8	8	Š	8	Š	3	Ř	Š	8	8	8	Š	8	8	Š	8	8	8	8	Š	8	Š	8	8	8	8	ï	8	8	8	Ĭ	8	8	ä	8	8	Š	8	Š	Š	X	8	8	3	Š	8	8	8	Š	3	8	8	8	8	8	8	8
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Part 2: Flow Data Analysis

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	tait D	att or i	10 W 12	ata
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End I	Date of Flow	Data
YYYY	MM	DD

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

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Data from Form 6 - Employees Terminated

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

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	l Employage I	
#	#	#	#
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	0

Table 9: Women				
Full-time / National		Part-time / National		
All Employees Terminated	loyees Women Employees		Women 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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0	0	0

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0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

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

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Data from Form 6 - Employees Terminated

		Table 2: Aboriginal Peoples			ples
		Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	o
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

Total

Table 6: Aboriginal Peoples				
Full-time / National		Part-time / National		
All Employees Promoted	ployees Peoples Employees		Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 10: Aboriginal Peoples				
Full-time / National Par		Part-time		
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

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0	0	0
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Start	Date of Flov	/ Data

End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

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

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Data from Form 6 - Employees Terminated

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		Table 3: Persons with Disabilities				
		Full-time / National		Part-time / National		
Employment Equity Occupational Group (EEOG)		All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
		#	#	#	#	
01	Senior Managers	0	0	0	0	
02	Middle & Other Managers	0	0	0	0	
03	Professionals	0	0	0	0	
04	Semi-Professionals & Technicians	0	0	0	o	
05	Supervisors	0	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	o	
07	Administrative & Senior Clerical Personnel	0	0	0	o	
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	

0

0

Total

Table 7: Persons with Disab			/ National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 11: Persons with Disabilities				
Full-time / National		Part-time / National		
Employees	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	
#	#	#	#	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	(
0	0	0	0	
0	0	0	(
0	0	0	0	
0	0	0	(
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	C	
0	0	0	0	

Part 2: Flow Data Analysis

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0	0	0
YYYY	MM	DD
Start	Date of Flow	v Data

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End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

oyees Da

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

	Table 4:	Members o	of Visible N	Ainorities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
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 / Nationa						
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	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	C					
0	0	0	0					

Table 12:	Members	of Visible I	Minorities
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

Part 3: Goals

853921 Ontario Limited O/A

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	_	-				_			Data	or First/F	revious (Goals	_				_		
· · · · · · · · · · · · · · · · · · ·							· · · · · · · ·		Y	·	Y					·			
A B	С	D	E	F	G	Н	1	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
				↓			↓		↓	<u> </u>	<u> </u>	↓	↓		↓	↓	↓	↓	
		Table 1: Women First/Previous Short-term Goals																	
		All Employees Women																	
		Turnover (Replacement of Terminated 3 Year Goals																	
	Number	Grow	th (New Positi	ons)		placement of Employees)	Terminated		Number		eplacement of	Hires		n - To					
Employment Equity	YYYY-MM-DD Actual Projected		Actual Projected Hires Over 3				YYYY-MM-DD	Terminated	Employees)	Required	puired VVVV VVVV		Present Gap		Projected	Present	Projected Representation in 3		
Occupational Group (EEOG)				Over 3		-	Over 3	Years			Over 3	Over 3 Years			Availability	·	Gap	Representation	Vears
	2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	Years		2017	2020					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	3	-100.0%	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	#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	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	#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	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	#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	#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	51	0.0%	0	-11	<u> </u>		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 + Total number of employees from Previous Workforce Analysis + Total number of employees from Current † Calculated by using the Control Workforce Analysis) ÷ 2) x 100.

						Table 2: Women
F	Incompany Carolina		Wome	en en		
100000000000000000000000000000000000000	oyment Equity pational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
Occ	pational Group (EEGG)	#	%	#	%	
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	000142
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

Part 3: Goals

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										Data 1	or First/F	Previous (Goals							
A	В	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	s	Т	U
Data :	sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		Ţ	↓	\	1	Ţ	↓	1	↓	\	1	\	↓	\	1	↓	\	\	1	↓
											e 3: Abori	· ·								
			First/Previous Short-term Goals All Employees Aboriginal Peoples																	
			Turnorar (Peolecoment of Terminated 3 Year Goals																	
		placement o Employees)	f Terminated		Number Turnover (Replaceme		eplacement of Hires		3 Year Goals From - To											
	oyment Equity	YYYY-MM-DD	Actual	Proi	ected	Actual		iected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occu	pational Group (EEOG)		Actual		Over 3	Accuai		Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
		2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	Years		2017	2020					
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	3	-100.0%	0.0%	0	· [0.070]	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	0	5.0%	0	0	0	2.5%	2.2%	0	0	0.0%	0.0%
03	Professionals	72	-100.0%	5.0%	11	1 1	5.0%	11	22	0	5.0%	0	1	0	1.1%	1.1%	-1	-1	0.0%	0.0%
04	Semi-Professionals & Tech	90	1	5.0%	14	1	5.0%	14	28	3	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	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades Administrative & Sr Clerical	12	0.0% -100.0%	1.0%		0.0%	1.0%	0	"	0	0.0% 1.0%	0	0	"	2.5%	0.0% 2.5%	0	0	#DIV/0! 0.0%	#DIV/0! 0.0%
08	Skilled Sales & Service	0	0.0%	1.076	0	0.0%	1.076		"	0	0.0%	0	0	"	2.376	0.0%	١	١	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%			0.0%		1 0	l 0	١	0.0%	١	0	١		0.0%	١	١	#DIV/0!	#DIV/0!
10	Clerical Personnel	2	-100.0%	0.0%		0.0%	0.0%] 0	١ ٥	١	0.0%	0		"	2.8%	2.8%	0	١	0.0%	0.0%
11	Intermediate Sales & Service	0	0.0%	0.070		0.0%	0.076	1 0	ن ا	ا	0.0%	0	0	ن ا	2.070	0.0%	ن ا	ن ا	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		Č	0.0%		0	ن ا	0	0.0%	0	0	0		0.0%	0	ن ا	#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	#DIV/0!	#DIV/0!
	Other Manual Workers	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		186	-100.0%		C	0.0%		0	0	3	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 + Total number of employees from Previous Workforce Analysis + Total number of employees from Current † Calculated by using the Control Workforce Analysis) ÷ 2) x 100.

					Table 4: Aboriginal Peoples									
Employment Equity		Aboriginal	Peoples											
Occupational Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments									
Occupational Group (EEGG)	#	%	#	%										
01 Senior Managers	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	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	The company will look to attact candidates in this area by increasing it's outreach efforts.									
04 Semi-Professionals & Tech	1				epresentation 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 0.0												
06 Supervisors: Crafts & Trades	0	0.0	(0.0										
07 Administrative & Sr Clerical	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										
09 Skilled Crafts & Trades	0	0.0	(0.0										
10 Clerical Personnel	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										
12 Semi-Skilled Manual	0	0.0	(0.0		000144								
13 Other Sales & Service 0 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 1	or First/P	revious C	Foals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	Сх Нх 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
i	↓	············	<u> </u>			\	↓	<u> </u>	<u> </u>	<u>.</u>	<u></u>			·····································	J	<u> </u>	\		······································
										Persons									
		First/Previous Short-term Goals All Employees Persons with Disabilities																	
				All En	•										th Disabilitie	S			
	Number	Grov	vth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (Re	enlacement of		3 Year						
Employment Equity					 	Employees)		Anticipated		Terminated		Hires Required	Fron		Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-12-31	Annually	Over 3 Years	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	#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%		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	#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	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	#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	8	0.0%	0	0	0		4.2%	0	0	4.3%	4.3%

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

Workforce Analysis) ÷ 2) x 100.

						Table 6: Persons with Disabilities								
Employment Equity Occupational Group (EEOG)		Per	rsons with l	Disabilitie:	Ş									
		Short-term Goals Long-term C				Comments								
		# %		#	%									
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 disabillities.								
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 compay 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	000170								
Total		0	0.0	0	0.0									

⁻ 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

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										Data for First/Previous Goals											
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	
Data	sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)	
i											↓	.	Ţ	\	\	\	<u> </u>	V	↓	<u> </u>	
		Table 7: Members of Visible Minorities												i							
										First/	Previous Sh	iort-term G	loals								
					All En	iployees										isible Minor	ities	1			
		Number	Growth (New Positions)		4	Turnover (Replacement of Terminated Employees)			Number	Turnover (Replacement of		Hires		ar Goals							
	oyment Equity	YYYY-MM-DD	Actual Projected Act			Actual			Anticipated Hires Over 3	YYYY-MM-DD	Terminated Emple		Required	From - To YYYY - YYYY		Present	Present Gap	Projected	Present	Projected Representation in 3	
Occu	pational Group (EEOG)			-	Over 3		-	Over 3			Over 3		Over 3 Years			Availability		Gap	Representation	Years	
		2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	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	0	5.0%	0	1	1	30.0%	15.0%	-1	0	0.0%	12.5%	
03	Professionals	72	-100.0%	5.0%	11	1 1	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	1 1	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	#DIV/0!	#DIV/0!	
06	Supervisors: Crafts & Trades	0	0.0%	1.0%	0	0.0%	1.0%	0	0	0	0.0%	0	0	0	10.10/	0.0%		0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical Skilled Sales & Service	12	-100.0% 0.0%	1.0%	0	0.0%	1.0%	0	0	0	1.0% 0.0%	0	1	0	12.1%	12.1% 0.0%	-1	-1	0.0% #DIV/0!	0.0% #DIV/0!	
08	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	"	١	0		0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!	
10	Clerical Personnel	2	-100.0%	0.0%	0	0.0%	0.0%	1 0	0	١	0.0%	0	ا ا	0	14.7%	14.7%		٥	#D1 V/0! 0.0%	#DIV/0! 0.0%	
11	Intermediate Sales & Service	0	0.0%	0.076	0	0.0%	0.076		0	١	0.0%	١	١	0	14.770	0.0%			#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		١	0.0%		1 0	0	١	0.0%	١	"	0		0.0%	<u>.</u>		#DIV/0!	#DIV/0!	
	Other Sales & Service	0	0.0%		ا ا	0.0%		"	0		0.0%	0	ا م	0		0.0%	1 6	ا م	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%] ő	0	۰ ا	0.0%	0		0		0.0%	ه ا	0	#DIV/0!	#DIV/0!	
Total	1	186	-100.0%		0	0.0%		0	0	18		0	19	0		19.8%	-19	-19		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 + Total number of employees from Previous Workforce Analysis + Total number of employees from Current t Workforce Analysis) ÷ 2) x 100.

						Table 8: Members of Visible Minorities
Employment Equity Occupational Group (EEOG)		Men	nbers of Visi	ble Minor	ties	
		Short-ter	m Goals	Long-te	rm Goals	Comments
		#	%	#	%	
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 attact qualified candiates from all designated groupps.
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	000148
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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A B C D E F G H I J K L M N O P Q R S T From From Workforce Analysis Analy	U (K - M + O) ÷ (C + F) ↓
Data sources: From Workforce Analysis From Workforce Analysis Prom Workforce Analysis P	: ` ' :
Table 9: Women Subsequent/Current Short-term Goals	↓
Subsequent/Current Short-term Goals	
Number Growth (New Positions) Turnover (Replacement of Hires From To.	_
Employment Equity Present Projected Present Present Projected Present Present Projected Present Present Projected Present Pr	Projected Representation in 3
Occupational Group (EEOG)	Years
- Annually Annually Years Annually Annually Years - Annually Years 0 3	
# % % # % % # # # # % # # # % % # # %	%
01 Senior Managers 0 -100.0% 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 #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!
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!
05 Supervisors 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	#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% 0 0 0.0% 0 0 0 0 0 0 0 0 0	#DIV/0!
08 Skilled Sales & Service 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	#DIV/0!
10 Clerical Personnel	#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 0.0% 0 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	#DIV/0! #DIV/0!
	#DIV/0! #DIV/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 0.0% 0 0 0 0 0 0 0 0 0 0	#DIV/0!

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

 Workforce Analysis + 2) x 100

Workforce Analysis) ÷ 2) x 10	0.			
				Table 10: Women
Employment Equity		Womer	n	
Occupational Group (EEOG)	Short-term Goals Long-term Goals			Comments
		%	%	
01 Senior Managers		0.0	0.0	
02 Middle & Other Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	000150
13 Other Sales & Service		0.0	0.0	000100

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14 Other Manual Workers	0.0										
Total	0.0 0.0										

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									Data for	Subseque	nt/Curre	nt Goals									
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U		
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)		
		↓	1	1	↓	1	1	↓	1	↓	\	1	↓	\	1	↓	1	↓	↓		
							Table 11: Aboriginal Peoples Subsequent/Current Short-term Goals														
									Subsequ	ent/Current	Short-tern	n Goals									
		1		All En	nployees				Aboriginal Peoples 3 Year Goals												
	Number	Grov	vth (New Posi	tions)	Turnover (Re	placement o Employees)	f Terminated		Number	Turnover (Re	eplacement of	Hires									
Employment Equity					 			Anticipated			Employees)	Required		m - To	Present		Projected	Present	Projected		
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected 1	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD		ı	Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years		
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3							
	#	%	%	##	%	%	1 cars	#	#	%	rears	ш	и	%	%	#	и	9/0	%		
01 Senior Managers	7 0	-100.0%	76	"	0.0%	70	1 0	7 0	# 0	0.0%	# 0		#	1 /6	0.0%	72	# O		#DIV/0!		
02 Middle & Other Managers	ا	-100.0%		1 0	1 1		1 0	0	0	0.0%	ن ا	0			0.0%	()	0		#DIV/0!		
03 Professionals	0	-100.0%		1 0	1		1 0	0	l ő	0.0%	ه ا	0			0.0%	ا ا	0		#DIV/0!		
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0		#DIV/0!		
05 Supervisors	0	0.0%		1 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%		1 0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!		
08 Skilled Sales & Service	0	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	#DIV/0!	#DIV/0!		
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!		
11 Intermediate Sales & Service	0	0.0%] 0	0.0%		0	0	0	0.0%	0	0			0.0%	6 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	#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	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	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 Aboriginal Peoples **Employment Equity** Short-term Goals Long-term Goals Comments Occupational Group (EEOG) 01 Senior Managers 0.0 0.0 Middle & Other Managers 0.0 0.0 0.0 0.0 Professionals 0.0 04 Semi-Professionals & Tech 0.0 05 0.0 0.0 Supervisors Supervisors: Crafts & Trades 0.0 0.0 Administrative & Sr Clerical 0.0 0.0 Skilled Sales & Service 0.0 0.0 Skilled Crafts & Trades 0.0 0.0 Clerical Personnel 0.0 0.0 11 Intermediate Sales & Service 0.0 0.0 12 Semi-Skilled Manual 0.0 0.0 .000152 13 Other Sales & Service 0.0 0.0

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14 Other Manual Workers	0.0
Total	0.0 0.0

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Monkforce Analysis Fix Q Fix Q Fix Q Analysis Fix Q	· ·									Data for	Subseque	nt/Currei	nt Goals							
Data sources: Workforce Analysis Workforce Analysis Workforce Analysis Data Entry Cx Ex 3 Analysis & Morkforce Analysis Cx Ex 3 Analysis & Workforce Analysis Cx Ex 3 Analysis Cx Ex 3 Analysis & Workforce Analysis Cx Ex 3 Analysis	A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	Т	U
Table 13: Persons with Disabilities Subsequent/Current Short-term Goals	Data sources:	Workforce	Workforce	Data Entry		Data Analysis & Workforce		CxHx3	F + I	Workforce	: * :	KxLx3		JxP	Data Entry	Workforce	Workforce	O) - ((C+	K÷C	(K - M + O) ÷ (C + F)
Subsequent/Current Short-term Goals Subsequent/Current Short-term			Ţ	1	\	Ţ	1	1	↓	•	1	1	1	\	\	Ţ	Ţ	\	↓	
Number Growth (New Positions) From Tong (EDG) From Tong (E	ı																			
Number Crowth (New Positions) Turnover (Replacement of Terminated Employees) Fundamental Group (EEOG) Couparitional Group										Subseque	ent/Current	Short-tern	ı Goals			. 57 1997				
Number Corumnt Equity Corumnt			ı		All Em									2.51		n Disabilities				
Employment Equity Occupational Group (EEOG) Vyy-MM-DD Actual Projected Actual Projected Hires Over 3 Years Vers Vyy-MM-DD Vyy-MM-		Number	Grow	th (New Posi	tions)			f Terminated		Number	Turnover (Re	placement of	Hires							
Coccupational Group (EEOG) Company Compa		nent Equity		Pro	ierted		,	iected		VVVV MM DD	Terminated	Employees)	Required				Present Gan			
- Annually Annually Years Annually Years - Annually Years	Occupational Group (EEOG)	1111-1111-00	Actual			Accuai		1		1111-1111-00		O 3				Availability	,	Gap	Representation	•
01/02 Managers 0 -100.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0		- '	Annually	Annually		Annually	Annually			-	Annually			0	3					
03 Professionals 0 -100.0% 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 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 & Tech 0 -100.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 0 0 0.0% 0		#	%	/0																#DIV/0!
05 Supervisors 0 0.0% 0 0.0% 0 0 0.0% 0 0.0% 0 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0.0% 0	01/02 Managers	# 0		76	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	"DI 1/0.
06 Supervisors: Crafts & Trades 0 0.0% 0 0.0% 0 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0		# 0 0	-100.0%	70	0			0	0	0		0	0	0			0	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 0.0% 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	03 Professionals 04 Semi-Professionals & Tech	# 0 0	-100.0% -100.0% -100.0%	76	0 0 0	0.0% 0.0%		0 0 0	0 0 0	0 0 0	0.0% 0.0%	0 0 0	0 0 0	0 0 0		0.0% 0.0%	0 0 0	0 0 0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
08 Skilled Sales & Service 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 #DIV/0! #DIV/0	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	# 0 0 0	-100.0% -100.0% -100.0% 0.0%	70	0 0 0 0	0.0% 0.0% 0.0%		0 0 0	0 0 0 0	0 0 0	0.0% 0.0% 0.0%	0 0 0	0 0 0	0 0 0 0		0.0% 0.0% 0.0%	0 0 0	0 0 0 0	#DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades	0 0 0 0	-100.0% -100.0% -100.0% 0.0%	78	0 0 0 0	0.0% 0.0% 0.0% 0.0%		0 0 0 0	0 0 0 0	0 0 0 0	0.0% 0.0% 0.0% 0.0%	0 0 0 0	0 0 0 0	0 0 0 0		0.0% 0.0% 0.0% 0.0%	0 0 0 0	0 0 0 0	#DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0 0 0 0	-100.0% -100.0% -100.0% 0.0% 0.0% -100.0%	78	0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0	0 0 0 0	0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0	0 0 0 0 0	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service	0 0 0 0	-100.0% -100.0% -100.0% 0.0% 0.0% -100.0%	78	0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0	0 0 0 0 0	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	0 0 0 0	-100.0% -100.0% -100.0% 0.0% 0.0% -100.0% 0.0%	78	0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0	0 0 0 0 0 0	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel	0 0 0 0	-100.0% -100.0% -100.0% 0.0% 0.0% -100.0% 0.0% -100.0%	/0	0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0	0 0 0 0 0 0 0	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service	0 0 0 0	-100.0% -100.0% -100.0% -100.0% 0.0% -100.0% 0.0% -100.0% 0.0%	70	0 0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	000000000000000000000000000000000000000	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!
	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual	0 0 0 0	-100.0% -100.0% -100.0% -100.0% 0.0% -100.0% 0.0% -100.0% 0.0%	70	0 0 0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	#DIV/0!	#DIV/0!
Total 0 -100.0% 0 0.0% 0 0 0 0.0% 0 0 0 0 0.0% 0 0 0 #DIV/0! #DIV/0! #DIV/0!	03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual 13 Other Sales & Service	0 0 0 0	-100.0% -100.0% -100.0% 0.0% 0.0% -100.0% 0.0% -100.0% 0.0% 0.0% 0.0%	70	0 0 0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0		0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	#DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!

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

Workforce Analysis) ÷ 2) x 100

Workforce Analysis) ÷ 2) x 10	10.				
					Table 14: Persons with Disabilities
Employment Equity	Po	ersons with	Disabilities		
Occupational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
		%		%	
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	.000154
Total		0.0		0.0	

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

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									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		↓	↓	1	↓	↓	↓	↓	↓	↓	↓	↓	↓	\	J	↓	↓	↓	↓
								1	Fable 15: N				es.						
				40.6					Subseque	ent/Current	Short-tern	n Goals			isible Minori				
				AHER	iployees			1				1		r Goals	isible vilnor	iries	ı		1
	Number	Grev	rth (New Posi	ions)	Turnover (Re	placement o Employees)	I Terminated		Number	Turnover (R		Hires		m - To					
Employment Equity	YYYY-MM-DD	Actual	Pro	ected	Actual		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years		Τ	Availability	'	Gap	Representation	Vears
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C		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	C		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C		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	C)	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	C)	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	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%			1 0	0	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service		0.0%		1 0	0.0%] 0			0.0%					0.0%	1 0		#DIV/0!	#DIV/0!
12 Semi-Skilled Manual		0.0%			0.0%					0.0%					0.0%	1 0		#DIV/0!	#DIV/0!
13 Other Sales & Service		0.0%		0	0.0% 0.0%		1 0								0.0%	1 2		#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		1 0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
Total	<u> </u>	-100.0%		0	0.0%		1 0	1 0	1 0	0.0%	<u> </u>	1 0		'	0.0%	1 0	1 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
E	alarmant Faults	Men	ibers of Vis	ible Minor	ities	
	ployment Equity cupational Group (EEOG)	Short-ter	m Goals	Long-to	erm Goals	Comments
01	Senior Managers		0.0		0.0	
02	2 Middle & Other Managers		0.0		0.0	
03	3 Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
0.5	5 Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	7 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	2 Semi-Skilled Manual		0.0		0.0	000155
13	Other Sales & Service		0.0		0.0	

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			853921 Ontario Limited O	Ά		
			43129			
14 Other Manual Workers	0.0					
Total	0.0					

									Feder	al Contr	actors	Progra	m Achie	vement	Report									
										I	art 4:	Results	- Wome	n										
										853	3921 Oı	ntario I	imited	O/A										
												43129	1											
	D															7			:			***		
A	В	<u>C</u>	D	Е	F	G	Н	<u>I</u>	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data sou	irces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
		ı		\	↓	Ţ	↓	1	1	.	1	Ţ	↓	Ţ	↓	Ţ	1	↓	↓	↓	↓	↓	↓	↓
						orce Ar									T		Data A	•		т				
	oyment Equity pational Group	Year			W	orkforce wo	men					Hires	omen .			P	romotio w	omen		All	Tei	minatio	omen	
(EEO			All Employees	Represe	entation	······	ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	Employees	Acti		Expected	Difference
		#	#	#	%	%	#	#	%	H	#	%	#	#	ij	#	%	¥	#	#	#	%	#	#
01 S	enior Managers	2017	3	0		27.4 0.0	:	-1	0.0		0	0.0	0	0		0	0.0	0	0		0	0.0	0	
1 0// 1	fiddle & Other	2017	7	1	14.3	38.9	3		36.7															
M	fanagers	2017	72		<u> </u>	0.0 19.7		0	0.0 148.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 P	rofessionals	0	0				:	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0 0	0	0.0	0	0
	emi-Professionals &	2017	90			13.1	:	4	135.7											_			_	
	echnicians	0 2017	0	0				0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
	upervisors	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	upervisors: Crafts & rades	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	i v		0.0	· · · · ·	1	. 0.0			<u> </u>	'I ''	0.0			'I · · ·	<u>۰</u>	0.0	<u> </u>	
Data sou	irces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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	oyment Equity pational Group	Year	F	low Data				rm Goals	S		Long-ter Wor								lommen	to.				
(EEO			All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Junnen	11.5				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01 S	enior Managers	0	0	0	0.0	1	0.0	27.4	0.0	0	0.0	0.0	0.0											
	Middle & Other	3	0	0			0.0	0.0 38.9		0	0.0	0.0	0.0											
02 N	Managers	3	0	0		02000020000200002000	0.0	0.0			0.0	0.0												
03 P	rofessionals	0	0	0		0051333300513333051333305133	0.0	0.2			0.0	9												
0.18	emi-Professionals &	3	0	0		0,10000,10000,10000,100	0.0	0.0		200112001120011200112001	0.0	0.0												
04 T	echnicians	3	0	0	0.0			0.0	0.0	***************************************		0.0	0.0											
05 S	upervisors	3	0	0			0.0	0.0		0	0.0	0.0												
06 S	upervisors: Crafts &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
T	rades	3	0	0	0.0			0.0	0.0			0.0	0.0											

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Data so	ources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Flow Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Flow Data Analysis	100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
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	loyment Equity (pational Group	Year	All		W	orkforce Wo	e men			All		Hires v	/omen		All	P	romotio W	n S omen		All	Tei	minati W	omen omen	
(EE	DG)		Employees	Repres	entation	Avail	ability	Gap	EE Result	Employees	Ac	ctual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Acti	al	Expected	Difference
	Administrative &	# 2017	# 12	# 11	% 91.7	% 79.0	#	#	% 116.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Senior Clerical	0	0	0		0.0	•	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	Skilled Sales &	2017	0	0		0.0		0	0.0															
	Service Personnel Skilled Crafts &	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
	Trades Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2017	2	0		65.8 0.0	:	1	152.0 0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	0
	ntermediate Sales &	2017	0	0				0				0.0			, ,		0.0	U			0	0.0		0
\vdash	Service Personnel	0 2017	0	0			:	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
1 1/1	Semi-Skilled Manual Workers	0	0	0	0.0	0.0	:	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
			1	!			:	· · · · · · · · · · · · · · · · · · ·		ĭ	Ţ	7	· · · · · · · · · · · · · · · · · · ·	1										
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	loyment Equity upational Group	Year	F	low Data			Short-te Wo	rm Goal	S		Long-ter Wor							,	Commen	+ 6				
(EE			All Employees	Ac	iual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Junion	13				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
1 07 1	Administrative &	0	0	0		0	0.0	0.5		0	0.0		0.0											
H.	Senior Clerical Skilled Sales &	0	0	0		200-40000-40000-40000-400	0.0	0.0		0	0.0	0.0	0.0											
500	Service Personnel	3	0	0	0.0	GXT-039XT-039XT-039XT-03	5.0	0.0	0.0			0.0	0.0											
09	Skilled Crafts & Frades Workers	3	0	0		000000000000000000000000000000000000000	0.0	0.0			0.0	0.0												
	Clerical Personnel	0	0	0	0.0	0	0.0	0.5	0.0	0	0.0	0.0	0.0											
	ntermediate Sales &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	8												
H ,	Service Personnel 3 0 0 0.0 0.0 0.0										0.0	0.0												
	Workers	3	0	0				0.0				0.0												

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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
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(EEOG)	ional Group All Women Employees Representation Availability Gap EE Result Employees Actual Expected Difference Employees Actual Expected Difference Difference Employees Actual Expected Difference Employees Actual Expected Difference Employees Actual Expected Difference Employees Empl															Diff					Difference		
,	Employees Representation Availability Gap EE Result Employees Actual Expected Difference Employees # # # % % # # % # # % # # #																Expected #	Difference #	#	#		Expected #	##
Other Sales & Service	Employees Representation Availability Gap EE Result Employees Actual Expected Difference Employees Employees Actual Expected Difference Employees Employees Employees Actual Expected Difference Employees Employees Employees Actual Expected Difference Employees Em																						
Other Manual	2017	0	0				0	0.0	C	0	0.0	0		0	0	0.0	0	0	0	0	0.0	1 0	1 0
Workers Wandan	0	0	0		0.0		0	0.0	C	0	0.0	0	C	0	0	0.0	0	C	0	0	0.0	0	0
Total	2017	186	51		21.7		11																
	0	0	0	0.0	0.0	0	0	0.0	C	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		New	Entrai	nts				G	oals														
Employment Equity	Year	FI	ow Data			Short-ter		S		Long-ter													
Occupational Group (EEOG)		All		men		Wor Percent of		Percent of		Won Percent of		Percent of					C	ommen	ts				
(EEOG)	#	Employees	Act #	ual %	Goal	Goal Met	Goal %	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	0	0	# 0		# 0	0.0	0.0	0.0	#	0.0	0.0	0.0											
13 Personnel	3	0	0	0.0			0.0	0.0			0.0	0.0											
14 Other Manual Workers	3	0	0		0	0.0	0.0	0.0	C	0.0	0.0	0.0											
Total	0	0	0		0	0.0	0.0	0.0	C	0.0	0.0	0.0											
1 Oldi	3	0	0	0.0			0.0	0.0			0.0	0.0											

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			1	Workf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year			N	orkforce/						Hires				P	romotio				Te	erminatio		
Occupational Group (EEOG)		All Employees	_		Aborigina				All Employees			nal Peoples		All Employees			nal Peoples		All Employees		_	nal Peoples	
(LLOG)	#	##	Represe	ntation %	Avail:	ability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees	Ac	tual %	Expected #	Difference #	Emproyees #	Aci	tual %	Expected #	Difference #
	2017	3	0	0.0	2.9		0	0.0	#	#	/0	#	*	"	#	/•	, ,		,	Ħ	-0	*	#
01 Senior Managers	0	0	0	0.0	0.0	:	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
02 Middle & Other	2017	7	0	0.0	2.2		0	0.0															
Managers	0	0	0	0.0	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 0.0		-1	0.0	0	0	0.0	0			0	0.0	0	0		0	0.0	0	
Semi-Professionals &	2017	90	3	3.3	2.4		1	138.9	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
04 Technicians	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	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
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0		0	0.0		0	0.0			ļ .	0	0.0				0	0.0	0	
Traces	1 0	0	0	0.0	0.0		1 0	0.0	0	1 0	0.0	<u> </u>	- 0	1 0	1 0	0.0	0	0		0	0.0	0	U
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÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			Entrar	ıts					oals														
Employment Equity	Year	F	ow Data Aborigina	10 1			rm Goals	<u> </u>		Long-ter Aborigina								_					
Occupational Group (EEOG)		All	-	•		Percent of		Percent of		Percent of		Percent of					(ommen	ts				
(ELOU)		Employees	Acti	ual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
<u> </u>	#	#	#	%	#	%	%	%	#	%	%	%											
01 Senior Managers	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Middle & Other	0	0			0	0.0		0.0	0	0.0	0.0												
02 Managers	3	0	0				0.0	0.0			0.0												
03 Professionals	0	0	0		1	0.0		0.0	0	0.0	0.0												
	3	0	0				0.0	0.0	^		0.0												
04 Semi-Professionals & Technicians	3	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0												
	0	0	0	0.0	0	0.0		0.0	0	0.0	0.0												
05 Supervisors	3	0	0			1.0	0.0	0.0		1	0.0												
06 Supervisors: Crafts &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Trades	3	0	0	0.0			0.0	0.0			0.0	0.0											

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	ployment Equity upational Group	Year		V	Vorkforce Aboriginal Peoples				1	Hires	nal Peoples			Pı	omotio	ns nal Peoples			Ter	minatio	ons nal Peoples	
000000000	cog)		All Employees	Representation	Availability	Gap E	E Result	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Actu	_	Expected	Difference
		#	#	# %	% #	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	Ħ	#
07	Administrative & Senior Clerical	2017	12	0 0.0	1 :	0 0	0.0	0	0	0.0	,	_		0	0.0	0			0	0.0		
00	Skilled Sales &	2017	0	 	+	0 0	0.0			0.0	0	0		0	0.0	0	0		0	0.0		
08	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
09	Skilled Crafts & Trades Workers	2017	0		L	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	0.0			0.0	, v				0.0			Ů		0.0		
		0	0	0 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
12	Semi-Skilled Manual	2017	0	0 0.0	0.0	0 0	0.0															
	Workers	0	0	0 0.0	0.0	0 0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: E ÷ D x Flow Data 100 Analysis	Part 3: E÷G 2 Goals 100	Part 3: Goals	÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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				Entrants	01		G	oals	-	·												
	ployment Equity apational Group	Year		low Data Aboriginal Peoples		erm Goals			Long-ter Aborigina							r	Commen	te				
	OG)		All Employees	Actual	Coel Percent	of Goel Po	ercent of	Goal	Percent of	Goal	Percent of						Johnnen	1.5				
		#	#	# %	Goal M	t G	Joal Met %	#	Goal Met	%	Goal Met											
07	Administrative &	0	0	0 0.0	0 0	0.0	0.0	0	0.0	0.0	0.0											
	Senior Clerical	3	0	0 0.0		0.0	0.0	0	- 00	0.0	0.0											
08	Skilled Sales & Service Personnel	3	0	0 0.0		0.0	0.0	U	0.0	0.0												
09	Skilled Crafts &	0	0	l ": "."		*****	0.0	0	0.0	0.0												
\vdash	Trades Workers	3	0	0 0.0		0.0	0.0	0	0.0	0.0												
10	Clerical Personnel	3	0	0 0.0)	0.0	0.0	V	0.0	0.0												
11	Intermediate Sales & Service Personnel	0 3	0	"	C. AM. AM. AM. AM. AM. AM. AM.	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											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
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	Workforce Analysis Flow Data Analysis																						
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	Employees Representation Availability Gap EE Result Employees Actual Expected Difference Endowed Employees Employe															%	#	#	#	#	%	Expected #	#
1 131	Column C																						
Personnel	0	0	0		0.0		0	0.0	0	0	0.0	0	C	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
Total	2017	186	3		1.9		-1	84.9															
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	0
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Employment Equity	Year	F	ow Data				rm Goals	S		Long-ter													
Occupational Group	ı cai	All	_	al Peoples			d Peoples	D		Aborigina		Percent of					C	ommen	ts				
(EEOG)		Employees	Ae		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Goal Met											
Other Sales & Service	0	#	# 0	% 0.0	#	0.0	% 0.0	%	#	0.0	0.0	0.0											
13 Other Sales & Service Personnel	3	0	0		"	0.0	0.0	0.0	U	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	0.0	0.0												
Total	3	0	0	0.0			0.0	0.0			0.0	0.0											

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anagers	2017 0	10 0	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
rofessionals	2017			2.8	:	3	-1 0	73.1 0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
emi-Professionals &	2017		6	6.7	4.6	4	2	144.9				V						Ů	-			Ů	
echnicians	0	0				0	0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
ipervisors	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
pervisors: Crafts &	2017		l :	0.0	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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oyment Equity	.	F			9	Short-te	rm Goals]	Long-ter	m Goals												
oational Group G)	Year	All Employees	Disabilitie				1	Percent of				Percent of					C	Commen	ts				
	и.			9/		Goal Met	Goai	Goal Met		Goal Met		Goal Met											
	0	,,		0.0	# 1	0.0	4.3	0.0	7 0	0.0		0.0											
anagers	3	0	0	0.0			0.0	0.0				0.0											
ofessionals	3	0	0	0.0	1	0.0	3.8 0.0	0.0	0	0.0													
emi-Professionals & echnicians	0 3	0	0	0.0	1	0.0	0.0	0.0	0	0.0		0.0											
pervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
pervisors: Crafts &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0 0.0											
in a control of the c	ees: pyment Equity ational Group G) anagers ofessionals mi-Professionals & chnicians pervisors: Crafts & ades ces: pyment Equity ational Group G) anagers ofessionals mi-Professionals & chnicians pervisors	ryment Equity ational Group G) # anagers ofessionals mi-Professionals & 2017 chnicians pervisors ces: Pyment Equity ational Group G) Parager	Part 1: Workforce Analysis	Part 1: Workforce Analysis Part 1: Part 2: Part 2: Part 2: Part 2: Part 3: Part 3:	Part 1: Workforce Analysis Representation	Part 1: Workforce Analysis Workforce Analysis	Part 1: Workforce Analysis Part 1: Workforce Analysis Part 1: Workforce Analysis	Part 1: Workforce Analysis E+D Workforce	Part 1: Workforce Manalysis Manaly	Part	Part 1:	Part Part	Part	Part Workforce Very North Core Very Nort	Part 1: Workforce Analysis Vision Continue E - D Workforce Analysis Vision Continue Vision Vision Continue Vision Continue Vision Continue Vision Vision Continue Vision Vision Continue Vision Vision Continue Vision Continue Vision Vi	Part Vertificate Vandysia	Ses:	Part	Part Part	Part Part	Part Part	Part Part	Part Part

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(EEOG)		All Employees	Represe		Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act	ual	Expected	Difference
	#	Ħ	#	%	%	Ħ	#	%	#	#	%	Ħ	#	#	#	%	#	#	#	#	%	#	¥
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
08 Skilled Sales &	2017	0	0		0.0	0	0	0.0		0	0.0	0	0	1	0	0.0	0	0		0	0.0	0	0
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
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
	2017	2	0		7.0	0	0	0.0	0	0	0.0	1 0	0	1	0	0.0	0	0		0	0.0	0	0
10 Clerical Personnel	0	0	0		0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Intermediate Sales & Service Personnel	2017	0	0		0.0		0	0.0	0	0	0.0	1 0	0		0	0.0	0	0	0	0	0.0	0	0
Semi-Skilled Manua		0	0		0.0	0	0	0.0			0.0			<u>' </u>		0.0		0	<u> </u>	·	0.0	0	
Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity			low Data			Short-te	m Goals	S]	Long-ter	m Goals												
Occupational Group	Year	All	Person Disab			Persons with	Disabilities		1	ersons with	Disabilities						(Commen	ts				
(EEOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	Ħ	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	3	0	0		0	0.0	0.0	0.0	0	0.0													
Skilled Sales &	0	0	- i		0	0.0	0.0	0.0		0.0	0.0												
08 Service Personnel	3	0	0				0.0	0.0			0.0												
09 Skilled Crafts & Trades Workers	3	0	0		0	0.0	0.0	0.0		0.0	0.0												
10 Clerical Personnel	0 3	0	0	0.0	0	0.0	0.1	0.0	0	0.0		0.0											
Intermediate Sales a	è 0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	3	0.0											
Service Personnel	3	0	0		<	0.0	0.0	0.0		0.0	0.0												
12 Semi-Skilled Manua Workers	1 0	0	0		0	0.0	0.0	0.0	100000011000001100000110000011000001	0.0	0.0												
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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$\begin{array}{c} E \div D \\ x \ 100 \end{array}$	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	0 V-X
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				1	Vorkf	orce An	alysis									Flow	Data A	nalysis						
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Occupational G (EEOG)	noup		All Employees	Represen		Persons with Availa		Gap	EE Result	All Employees	Act	Persons w	th Disabilitie Expected	S Difference	All Employees	Ac		ith Disabilitie Expected	S Difference	All Employees	Ac	Persons w	ith Disabilitie Expected	
		#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13 Other Sales &	& Service	2017	0	0	0.0	0.0	0	0	0.0															
Personnel	.1	0 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
14 Other Manual Workers	u	0	0	0	0.0	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		0	102.4															
1000		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0) 0
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	ts				G	oals														
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Occupational G (EEOG)	Group	ı cai	All Employees	Disabil	ities	Goal	Percent of	Disabilities Goal	Percent of	Goal	Persons with Percent of	Disabilities Goal	Percent of					(`ommen	ts				
	F	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Other Sales &	& Service	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
Personnel		3	0	0	0.0		^ ^	0.0	0.0	,	0.0	0.0	0.0											
14 Other Manual Workers	ու	0 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											
1 Otal	Cotal C			0	0.0			0.0	0.0			0.0	0.0											

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A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data so	ources:		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÷Px 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
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	ipational Group	Year	All		V	orkforce Visible N	2 Ainorities			All		Hires Visible	Minorities		All	ľ	romotio Visible	Minorities		All	1 6	rminatio Visible	Minorities	
(EEC	OG)		Employees	Represen	itation	Avail		Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Acti		Expected	Difference
		#	#	#	9/0	%	#	#	%	#	#	%	#	#	¥	#	%	Ħ	#	Ħ	#	%	#	#
01 8	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	
02	Middle & Other	2017	7	0	0.0	15.0		-1	<u> </u>		-	0.0			1		0.0					0.0	0	
02	Managers	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 F	Professionals	2017	72	7	9.7	24.6			39.5 0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
04	Semi-Professionals &	2017	90	11	12.2	17.7		-5	-		Ů	0.0					0.0				Ů	0.0		
04 7	Гесhnicians	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05 8	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
	Supervisors: Crafts &	2017	0	0	0.0	0.0		0	1															
	Гrades	0	0	0	0.0	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 so	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
			<u> </u>																					
				Entran	ts		OI.			oals														
	loyment Equity ipational Group	Year		ow Data Visible Mi	norities		Short-te		S		Long-ter Visible M							(Commen	te				
(EEC			All Employees	Actu	al	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Johnnen	to.				
		#	#	#	9/6	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	0	0	0	0.0	0	0.0	0.1	0.0	0	0.0	0.0	0.0											
\sqcup		3	0	0	0.0	1	0.0	0.0	0.0		0.0	0.0												
02	Middle & Other Managers	3	0	0	0.0	1	0.0	15.0 0.0		0	0.0	0.0												
\vdash	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	4		0.0 17.7	0.0	4	0.0	0.0 17.7	0.0											
04	Semi-Professionals & Fechnicians	3	0	0	0.0	4	0.0	0.0	0.0	4	0.0	0.0												
05 8	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		0.0	0.0												
06	Frades	pervisors: Crafts & 0 0 0 ades 3 0 0						0.0		, ·	0.0	0.0												

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A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	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÷Px 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
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(EEOG)		All Employees	Represent	ation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative &	2017	12	0	0.0	12.1	1	-1	0.0															
Senior Clerical	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	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
09 Skilled Crafts &	2017	0	0	0.0	0.0		0	0.0			0.0					0.0		Ů		Ů	0.0		
Trades Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C	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							_				ļ .				
Intermediate Sales &	2017	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
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12 Semi-Skilled Manual	2017	0	0	0.0	0.0		0	0.0															
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Total	0	0	0			0.0	0.0	0.0	0	0.0	0.0	0.0											
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Federal Contractors Program Achievement Report
Part 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.

Contra	ctors Program.
Requi	red 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.

	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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	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.
Addit	tional Details
Please p	provide any additional information (optional):

McINTOSH PERRY

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.

<u>Completion of this questionnaire is mandatory</u> 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
2.	Are you an Aboriginal person?
	*For the purposes of employment equity, "Aboriginal Peoples" means persons who are Indian, Inuit or Métis.
3.	Are you a member of a visible minority?
	*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".
4.	Are you a person with a disability?
	*For the purposes of employment equity, "persons with disabilities" means persons who
	 have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or, believe that an employer or potential employer is likely to consider them 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.
At an	ot wish to participate. If the provided the provided 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.
I †	you require any assistance in completing this questionnaire, please contact Human Resources.

Dorval, Frederic F [NC]

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

February 5, 2018 4:06 PM Sent: To: Yakibonge, Maurice [NC]

Normandin, Ward W [NC]; Trish MacDonald; Chris McShane Cc:

RE: Government of Canada Agreement 10000454 - Notification of First Compliance Subject:

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@hrsdc-rhdcc.qc.ca

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!

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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 <u>ee-</u>eme@hrsdc-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:
 - o 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 <u>Workplace Equity Information Management System</u> (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.

<u>WEIMS</u> 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 <u>here</u>.

We strongly recommend that you use the ressources and tools available under the WEIMS <u>help page</u>. 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 KOA 1LO

Number of Employees: 186 Permanent (193 Total)

1 Calgary

30 **Toronto**

33 **Kingston**

76 Ottawa - Gatineau

St. Catharines - Niagara $^{\scriptsize 3}$

Barrie

38 Ont. less CMAs

186 Total

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

Key Dates – First Year Assessment

January 31st, 2017 (Volunteer) Initiated:

May 2nd, 2018 Received: January 29th, 2018 WFA:

COLLECTION OF WORKFORCE INFORMATION

	11	70
Number of Surveys Handed Out:	193	100
Number of Surveys Returned:	157	81
Number of Completed Surveys Returned:	157	81

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

SUMMARY OF GOALS

Women

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

Members of Visible Minorities

	Workforce Analysis Results		Goals			
Employment Equity Occupational Group (EEOG)		Present - Gap	Short- term	Long- term	Representatio n	LMA
			(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

	I	1	1
Personnel			

Person with Disabilities

Workforce Analysis Results		Goals				
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3 years or	Representatio n	LMA
#	Description	#	# or %	more) # or %	%	%
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:

∇Z :	compliance	☐ in non-compliance	_
IXII n	compliance	I IIIn non-compilance	_
	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 0/A has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 0/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 0/A is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, 853821 Ontario Limited 0/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 <u>Workplace Equity Information Management System</u> (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact 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 0/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@hrsdc-rhdcc.gc.ca



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