

s.19(1) Labour Program
 s.24(1) Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Toromont Industries Ltd.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Toromont CAT	Business Number [REDACTED]
Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 5,895	
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 4172	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 3131 Hwy 7 West, P.O. Box 5511	City Concord	Province ON	Postal Code L4K 1B7
Telephone Number 416-667-5511			

EMPLOYMENT EQUITY CONTACT		
Name (print) Maria Vomiero	Title HR Director, Toromont CAT	
Telephone Number 416-300-6985	E-mail Address mvomiero@toromont.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Lynn M. Korbak	Title General Counsel and Corporate Secretary
E-mail Address [REDACTED]@toromont.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Date (YYYY-MM-DD) 2018-05-17	

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

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

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

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

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



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA
Reporting Period 2018-11-30 to 2018-11-30

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	3062	38	0	3100	Calgary	28	0	0	28
Québec	1634	23	0	1657	Edmonton	34	1	0	35
Nova Scotia	249	1	0	250	Halifax	8	0	0	8
New Brunswick	107	0	0	107	Montréal	901	11	0	912
Manitoba	335	1	0	336	Toronto	1409	26	0	1435
British Columbia	29	0	0	29	Vancouver	29	0	0	29
Prince Edward Island	19	0	0	19	Winnipeg	204	0	0	204
Saskatchewan	13	0	0	13	St. John's	88	0	0	88
Alberta	62	1	0	63	Moncton	43	0	0	43
Newfoundland and Labrador	206	0	0	206	Saint John	7	0	0	7
Nunavut	67	0	0	67	Québec	367	7	0	374
Total Employees in Canada				5847	Trois-Rivières	62	0	0	62
					Kingston	27	1	0	28
					Ottawa - Gatineau	210	1	0	211
					Peterborough	47	0	0	47
					Hamilton	178	1	0	179
					St. Catharines - Niagara	12	0	0	12



Toromont Industries Ltd. (certificate # 10000675)

Form 1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2018-11-30 to 2018-11-30

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Kitchener - Cambridge - Waterloo	129	0	0	129
London	154	6	0	160
Windsor	28	0	0	28
Greater Sudbury	170	0	0	170
Thunder Bay	105	0	0	105
Brantford	8	0	0	8
Guelph	6	0	0	6
Saskatoon	13	0	0	13
Barrie	46	0	0	46
Belleville	18	0	0	18
Man. less CMA	131	1	0	132
N.B. less CMA	57	0	0	57
N.S. less CMA	241	1	0	242
Nfld.Lab. less CMA	118	0	0	118
Nvt.	67	0	0	67
Ont. less CMAs	515	3	0	518



Toromont Industries Ltd. (certificate # 10000675)

Form 1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2018-11-30 to 2018-11-30

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
P.E.I.	19	0	0	19
Que. less CMAs	304	5	0	309
Total Employees in Canada			▶	5847



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	28	25	3				2	2				
	Total	28	25	3				2	2				
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	188	153	35	1	1		3	3		17	9	8
	Total	188	153	35	1	1		3	3		17	9	8
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	168	125	43	2	2					44	26	18
	Total	168	125	43	2	2					44	26	18
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	33	26	7							20	16	4
	Total	33	26	7							20	16	4

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	34	27	7				3	3		5	4	1
	Total	34	27	7				3	3		5	4	1
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	158	153	5	1	1		2	2		7	6	1
	Total	158	153	5	1	1		2	2		7	6	1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	54	13	41	1	1		1	1		3	1	2
	Total	54	13	41	1	1		1	1		3	1	2
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	310	288	22	1	1		3	3		25	21	4
	Total	310	288	22	1	1		3	3		25	21	4

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1315	1303	12	34	33	1	21	21		80	79	1
	Total	1315	1303	12	34	33	1	21	21		80	79	1
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	428	259	169	6	5	1	3		3	45	20	25
	Total	428	259	169	6	5	1	3		3	45	20	25
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	59	37	22	1	1		2	2		8	5	3
	Total	59	37	22	1	1		2	2		8	5	3
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	258	244	14	2	2		5	5		19	17	2
	Total	258	244	14	2	2		5	5		19	17	2



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	28	28		4	4					4	4	
	Total	28	28		4	4					4	4	
Total Number of Employees		3062	2682	380	53	51	2	45	42	3	277	208	69



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	1	3				1		1			
	Total	4	1	3				1		1			
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	26	1	1	1					7	7	
	Total	27	26	1	1	1					7	7	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Total Number of Employees		38	33	5	1	1		1		1	7	7	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	11	2							1	1	
	Total	13	11	2							1	1	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	82	57	25				1	1		2	2	
	Total	82	57	25				1	1		2	2	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	84	51	33							7	3	4
	Total	84	51	33							7	3	4
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	36	27	9				1		1	6	4	2
	Total	36	27	9				1		1	6	4	2



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	12	2							1	1	
	Total	14	12	2							1	1	
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	108	101	7				1	1		1		1
	Total	108	101	7				1	1		1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	44	8	36							1	1	
	Total	44	8	36							1	1	
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	220	200	20	2	2		2	2		5	3	2
	Total	220	200	20	2	2		2	2		5	3	2



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	664	660	4	3	3		2	2		11	11	
	Total	664	660	4	3	3		2	2		11	11	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	166	105	61	3	2	1	2	2		5	2	3
	Total	166	105	61	3	2	1	2	2		5	2	3
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	87	46	41	1	1		1	1		2	1	1
	Total	87	46	41	1	1		1	1		2	1	1
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	113	106	7	1	1		1	1		4	4	
	Total	113	106	7	1	1		1	1		4	4	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	Total	3	3										
Total Number of Employees		1634	1387	247	10	9	1	11	10	1	46	33	13



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4		4									
	Total	4		4									



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	6										
	Total	6	6										
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	1	5									
	Total	6	1	5									
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Total Number of Employees		23	12	11									



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	18	4				1	1				
	Total	22	18	4				1	1				
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	6	4							1		1
	Total	10	6	4							1		1
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3								1		1
	Total	3	3								1		1



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	3	1									
	Total	4	3	1									
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	12	1	1	1							
	Total	13	12	1	1	1							
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	31	29	2	1	1		1	1		1	1	
	Total	31	29	2	1	1		1	1		1	1	

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	93	92	1	1	1		3	3		2	2	
	Total	93	92	1	1	1		3	3		2	2	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	39	19	20	1		1	3	1	2	1	1	
	Total	39	19	20	1		1	3	1	2	1	1	
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	2	9									
	Total	11	2	9									
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	18	17	1				1	1		1	1	
	Total	18	17	1				1	1		1	1	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1					1	1				
	Total	1	1					1	1				
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		249	205	44	4	3	1	10	8	2	7	6	1



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Nova Scotia

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total		1		1								
Total Number of Employees		1		1									

Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / New Brunswick
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	6										
	Total	6	6										
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3		1	1							
	Total	3	3		1	1							
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	Total	5	5										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1				1		1			
	Total	1		1				1		1			
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	14										
	Total	14	14										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	54	54					1	1		1	1	
	Total	54	54					1	1		1	1	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	8					1	1		2	2	
	Total	8	8					1	1		2	2	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	1	4									
	Total	5	1	4									
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	10										
	Total	10	10										
Total Number of Employees		107	102	5	1	1		3	2	1	3	3	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Manitoba

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	Total	3	3										
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	21	1	1	1					1	1	
	Total	22	21	1	1	1					1	1	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	5	3									
	Total	8	5	3									
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Manitoba

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	Total	3	3										
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	14		2	2		1	1		1	1	
	Total	14	14		2	2		1	1		1	1	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	1	3				1	1				
	Total	4	1	3				1	1				
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	44	41	3	4	3	1	1	1		1	1	
	Total	44	41	3	4	3	1	1	1		1	1	

Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Manitoba
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	139	138	1	12	11	1				5	5	
	Total	139	138	1	12	11	1				5	5	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	56	34	22	2	1	1	1	1		2	2	
	Total	56	34	22	2	1	1	1	1		2	2	
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	2	7				1		1			
	Total	9	2	7				1		1			
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	30	29	1	3	3		2	2		2	2	
	Total	30	29	1	3	3		2	2		2	2	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Manitoba

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		335	294	41	24	21	3	7	6	1	12	12	

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Manitoba

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Total Number of Employees		1	1										

Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	Total	5	5										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4										
	Total	4	4										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	12	1				1	1		2	1	1
	Total	13	12	1				1	1		2	1	1
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									
Total Number of Employees		29	24	5				1	1		2	1	1

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Prince Edward Island

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	6										
	Total	6	6										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Prince Edward Island
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	Total	3	3										
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4										
	Total	4	4										
Total Number of Employees		19	19										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Saskatchewan
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Saskatchewan
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	8										
	Total	8	8										
Total Number of Employees		13	13										

Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	9										
	Total	9	9										
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	13										
	Total	13	13										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4		4									
	Total	4		4									
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	8										
	Total	8	8										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	22								1	1	
	Total	22	22								1	1	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total		1		1								
Total Number of Employees		62	56	6							1	1	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / Alberta
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / Newfoundland and Labrador
 Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	Total	3	3										
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	11	3									
	Total	14	11	3									
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	Total	3	3										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Newfoundland and Labrador
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	9		1	1							
	Total	9	9		1	1							
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6		6	1		1						
	Total	6		6	1		1						
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	20	20										
	Total	20	20										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	85	85		3	3		1	1				
	Total	85	85		3	3		1	1				



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Newfoundland and Labrador
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	19	13	1		1				1		1
	Total	32	19	13	1		1				1		1
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	2	3									
	Total	5	2	3									
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	25	2	1		1				2		2
	Total	27	25	2	1		1				2		2
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Newfoundland and Labrador
Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		206	179	27	7	4	3	1	1		3	2	1



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nunavut

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4		1	1							
	Total	4	4		1	1							
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	Total	5	5										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2								1	1	
	Total	2	2								1	1	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nunavut

Reporting Period 2018-11-30 to 2018-11-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	40	40		3	3							
	Total	40	40		3	3							
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	12	1	2	2							
	Total	13	12	1	2	2							
Total Number of Employees		67	66	1	6	6					1	1	



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Ontario
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	3062	2682	380	53	51	2	45	42	3	277	208	69
Total Number of Employees	3062	2682	380	53	51	2	45	42	3	277	208	69



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Ontario
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	38	33	5	1	1		1		1	7	7	
Total Number of Employees	38	33	5	1	1		1		1	7	7	

Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Québec
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	1634	1387	247	10	9	1	11	10	1	46	33	13
Total Number of Employees	1634	1387	247	10	9	1	11	10	1	46	33	13



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Québec

Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	23	12	11									
Total Number of Employees	23	12	11									



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Nova Scotia
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	249	205	44	4	3	1	10	8	2	7	6	1
Total Number of Employees	249	205	44	4	3	1	10	8	2	7	6	1



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Nova Scotia
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	1		1									
Total Number of Employees	1		1									

Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / New Brunswick
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	107	102	5	1	1		3	2	1	3	3	
Total Number of Employees	107	102	5	1	1		3	2	1	3	3	



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Manitoba
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	335	294	41	24	21	3	7	6	1	12	12	
Total Number of Employees	335	294	41	24	21	3	7	6	1	12	12	



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Manitoba
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	1	1										
Total Number of Employees	1	1										



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	29	24	5				1	1		2	1	1
Total Number of Employees	29	24	5				1	1		2	1	1



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Prince Edward Island

Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	19	19										
Total Number of Employees	19	19										



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Saskatchewan
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	13	13										
Total Number of Employees	13	13										



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Alberta
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	62	56	6							1	1	
Total Number of Employees	62	56	6							1	1	



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Alberta
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	1	1										
Total Number of Employees	1	1										



Toromont Industries Ltd. (certificate # 10000675)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Newfoundland and Labrador
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	206	179	27	7	4	3	1	1		3	2	1
Total Number of Employees	206	179	27	7	4	3	1	1		3	2	1



Toromont Industries Ltd. (certificate # 10000675)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Nunavut
Reporting Period 2018-11-30 to 2018-11-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	67	66	1	6	6					1	1	
Total Number of Employees	67	66	1	6	6					1	1	

Workplace Equity Information Management System - Toromont Industries Ltd.

Workforce Analysis - Detailed Report

Date: 2018-11-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers		50	5	10.0 %	14.1 %	7	-2	
0106 : Senior managers - construction, transportation, production and utilities	National	50	5	10.0 %	14.1 %	7	-2	National
02 : Middle and Other Managers		345	70	20.3 %	40.5 %	140	-70	
0111 : Financial managers	Manitoba	1	0	0.0 %	58.5 %	1	-1	Manitoba
0111 : Financial managers	Newfoundland and Labrador	1	1	100.0 %	60.7 %	1	0	Newfoundland and
0111 : Financial managers	Nova Scotia	1	0	0.0 %	64.9 %	1	-1	Nova Scotia
0111 : Financial managers	Ontario	15	6	40.0 %	56.7 %	9	-3	Ontario
0111 : Financial managers	Québec	3	2	66.7 %	54.0 %	2	0	Québec
0112 : Human resources managers	Ontario	8	3	37.5 %	70.7 %	6	-3	Ontario
0113 : Purchasing managers	Manitoba	1	0	0.0 %	29.3 %	0	0	Manitoba
0113 : Purchasing managers	New Brunswick	2	0	0.0 %	33.8 %	1	-1	New Brunswick
0113 : Purchasing managers	Newfoundland and Labrador	1	0	0.0 %	27.3 %	0	0	Newfoundland and
0113 : Purchasing managers	Nova Scotia	6	1	16.7 %	34.1 %	2	-1	Nova Scotia
0113 : Purchasing managers	Ontario	13	2	15.4 %	37.8 %	5	-3	Ontario
0113 : Purchasing managers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
0113 : Purchasing managers	Québec	15	4	26.7 %	37.2 %	6	-2	Québec
0114 : Other administrative services managers	Newfoundland and Labrador	1	0	0.0 %	42.3 %	0	0	Newfoundland and
0114 : Other administrative services managers	Ontario	2	1	50.0 %	51.2 %	1	0	Ontario
0114 : Other administrative services managers	Québec	1	1	100.0 %	49.5 %	0	1	Québec
0122 : Banking, credit and other investment managers	Manitoba	3	1	33.3 %	56.4 %	2	-1	Manitoba
0122 : Banking, credit and other investment managers	Newfoundland and Labrador	1	1	100.0 %	71.6 %	1	0	Newfoundland and
0122 : Banking, credit and other investment managers	Nova Scotia	1	1	100.0 %	57.9 %	1	0	Nova Scotia
0122 : Banking, credit and other investment managers	Ontario	12	10	83.3 %	55.3 %	7	3	Ontario

Workplace Equity Information Management System - Toromont Industries Ltd.

Workforce Analysis - Detailed Report

Date: 2018-11-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
0122 : Banking, credit and other investment managers	Québec	9	7	77.8 %	53.9 %	5	2	Québec
0124 : Advertising, marketing and public relations managers	Nova Scotia	1	0	0.0 %	58.6 %	1	-1	Nova Scotia
0124 : Advertising, marketing and public relations managers	Ontario	2	0	0.0 %	57.0 %	1	-1	Ontario
0124 : Advertising, marketing and public relations managers	Québec	8	4	50.0 %	56.7 %	5	-1	Québec
0125 : Other business services managers	Ontario	6	4	66.7 %	38.5 %	2	2	Ontario
0125 : Other business services managers	Québec	3	2	66.7 %	40.9 %	1	1	Québec
0211 : Engineering managers	Ontario	7	0	0.0 %	13.9 %	1	-1	Ontario
0213 : Computer and information systems managers	Ontario	12	4	33.3 %	24.9 %	3	1	Ontario
0213 : Computer and information systems managers	Québec	7	4	57.1 %	23.6 %	2	2	Québec
0601 : Corporate sales managers	Manitoba	9	0	0.0 %	31.2 %	3	-3	Manitoba
0601 : Corporate sales managers	Newfoundland and Labrador	2	0	0.0 %	32.8 %	1	-1	Newfoundland and Labrador
0601 : Corporate sales managers	Nova Scotia	7	0	0.0 %	28.6 %	2	-2	Nova Scotia
0601 : Corporate sales managers	Ontario	39	3	7.7 %	33.9 %	13	-10	Ontario
0601 : Corporate sales managers	Québec	20	2	10.0 %	26.9 %	5	-3	Québec
0621 : Retail and wholesale trade managers	Alberta	1	0	0.0 %	41.9 %	0	0	Alberta
0621 : Retail and wholesale trade managers	British Columbia	1	0	0.0 %	42.2 %	0	0	British Columbia
0621 : Retail and wholesale trade managers	Manitoba	8	0	0.0 %	39.4 %	3	-3	Manitoba
0621 : Retail and wholesale trade managers	New Brunswick	4	0	0.0 %	42.1 %	2	-2	New Brunswick
0621 : Retail and wholesale trade managers	Newfoundland and Labrador	8	1	12.5 %	47.4 %	4	-3	Newfoundland and Labrador
0621 : Retail and wholesale trade managers	Nova Scotia	6	2	33.3 %	43.7 %	3	-1	Nova Scotia
0621 : Retail and wholesale trade managers	Nunavut	4	0	0.0 %	35.9 %	1	-1	Nunavut
0621 : Retail and wholesale trade managers	Ontario	72	3	4.2 %	42.1 %	30	-27	Ontario
0621 : Retail and wholesale trade managers	Prince Edward Island	1	0	0.0 %	43.5 %	0	0	Prince Edward Island
0621 : Retail and wholesale trade managers	Québec	17	0	0.0 %	43.7 %	7	-7	Québec

Workplace Equity Information Management System - Toromont Industries Ltd.

Workforce Analysis - Detailed Report

Date: 2018-11-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
0621 : Retail and wholesale trade managers	Saskatchewan	1	0	0.0 %	38.9 %	0	0	Saskatchewan
0714 : Facility operation and maintenance managers	Ontario	1	0	0.0 %	21.7 %	0	0	Ontario
03 : Professionals		290	88	30.3 %	33.2 %	96	-8	
1111 : Financial auditors and accountants	Manitoba	2	2	100.0 %	53.4 %	1	1	Manitoba
1111 : Financial auditors and accountants	Nova Scotia	1	1	100.0 %	69.0 %	1	0	Nova Scotia
1111 : Financial auditors and accountants	Ontario	23	10	43.5 %	52.8 %	12	-2	Ontario
1111 : Financial auditors and accountants	Québec	14	9	64.3 %	58.1 %	8	1	Québec
1121 : Human resources professionals	Manitoba	1	0	0.0 %	76.0 %	1	-1	Manitoba
1121 : Human resources professionals	Nova Scotia	1	1	100.0 %	73.0 %	1	0	Nova Scotia
1121 : Human resources professionals	Ontario	12	9	75.0 %	73.6 %	9	0	Ontario
1121 : Human resources professionals	Québec	8	5	62.5 %	70.4 %	6	-1	Québec
1123 : Professional occupations in advertising, marketing and public relations	Nova Scotia	2	1	50.0 %	71.4 %	1	0	Nova Scotia
1123 : Professional occupations in advertising, marketing and public relations	Québec	23	11	47.8 %	68.7 %	16	-5	Québec
2132 : Mechanical engineers	Alberta	10	0	0.0 %	10.6 %	1	-1	Alberta
2132 : Mechanical engineers	British Columbia	3	2	66.7 %	8.2 %	0	2	British Columbia
2132 : Mechanical engineers	Manitoba	2	0	0.0 %	8.6 %	0	0	Manitoba
2132 : Mechanical engineers	Nova Scotia	3	0	0.0 %	8.2 %	0	0	Nova Scotia
2132 : Mechanical engineers	Ontario	70	14	20.0 %	9.6 %	7	7	Ontario
2132 : Mechanical engineers	Québec	8	0	0.0 %	9.5 %	1	-1	Québec
2132 : Mechanical engineers	Saskatchewan	2	0	0.0 %	10.3 %	0	0	Saskatchewan
2133 : Electrical and electronics engineers	Ontario	6	0	0.0 %	10.3 %	1	-1	Ontario
2141 : Industrial and manufacturing engineers	Newfoundland and Labrador	1	0	0.0 %	17.6 %	0	0	Newfoundland and Labrador
2141 : Industrial and manufacturing engineers	Nova Scotia	1	0	0.0 %	21.1 %	0	0	Nova Scotia
2141 : Industrial and manufacturing engineers	Ontario	8	0	0.0 %	19.1 %	2	-2	Ontario

Workplace Equity Information Management System - Toromont Industries Ltd.

Workforce Analysis - Detailed Report

Date: 2018-11-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2141 : Industrial and manufacturing engineers	Québec	2	0	0.0 %	23.1 %	0	0	Québec
2171 : Information systems analysts and consultants	Manitoba	1	0	0.0 %	28.7 %	0	0	Manitoba
2171 : Information systems analysts and consultants	Nova Scotia	1	1	100.0 %	27.4 %	0	1	Nova Scotia
2171 : Information systems analysts and consultants	Ontario	11	2	18.2 %	28.4 %	3	-1	Ontario
2171 : Information systems analysts and consultants	Québec	16	3	18.8 %	25.9 %	4	-1	Québec
2172 : Database analysts and data administrators	Ontario	2	1	50.0 %	34.7 %	1	0	Ontario
2173 : Software engineers and designers	Ontario	9	0	0.0 %	17.5 %	2	-2	Ontario
2173 : Software engineers and designers	Québec	1	0	0.0 %	13.3 %	0	0	Québec
2174 : Computer programmers and interactive media developers	Ontario	9	5	55.6 %	18.7 %	2	3	Ontario
2174 : Computer programmers and interactive media developers	Québec	5	2	40.0 %	13.3 %	1	1	Québec
2175 : Web designers and developers	Ontario	1	0	0.0 %	31.0 %	0	0	Ontario
2175 : Web designers and developers	Québec	2	1	50.0 %	29.3 %	1	0	Québec
4021 : College and other vocational instructors	Manitoba	1	1	100.0 %	53.1 %	1	0	Manitoba
4021 : College and other vocational instructors	Nova Scotia	1	0	0.0 %	48.9 %	0	0	Nova Scotia
4021 : College and other vocational instructors	Ontario	11	0	0.0 %	54.4 %	6	-6	Ontario
4021 : College and other vocational instructors	Québec	3	2	66.7 %	54.3 %	2	0	Québec
4112 : Lawyers and Quebec notaries	Ontario	2	2	100.0 %	41.8 %	1	1	Ontario
4163 : Business development officers and marketing researchers and consultants	Manitoba	1	0	0.0 %	47.4 %	0	0	Manitoba
4163 : Business development officers and marketing researchers and consultants	Ontario	8	3	37.5 %	51.5 %	4	-1	Ontario
4163 : Business development officers and marketing researchers and consultants	Québec	1	0	0.0 %	56.1 %	1	-1	Québec
5125 : Translators, terminologists and interpreters	Québec	1	0	0.0 %	69.3 %	1	-1	Québec
04 : Semi-Professionals and Technicians		76	17	22.4 %	31.3 %	24	-7	
2211 : Chemical technologists and technicians	Ontario	10	4	40.0 %	49.3 %	5	-1	Ontario
2211 : Chemical technologists and technicians	Québec	15	6	40.0 %	54.4 %	8	-2	Québec

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			#	%	%	#		
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	9.1 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	6	1	16.7 %	8.6 %	1	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	6	0	0.0 %	11.0 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	3	0	0.0 %	8.4 %	0	0	Québec
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	29.2 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	3	1	33.3 %	34.5 %	1	0	Québec
2281 : Computer network technicians	Ontario	1	1	100.0 %	21.4 %	0	1	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	14.0 %	0	0	Québec
2282 : User support technicians	Manitoba	1	0	0.0 %	22.3 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	28.6 %	0	0	New Brunswick
2282 : User support technicians	Nova Scotia	3	0	0.0 %	29.7 %	1	-1	Nova Scotia
2282 : User support technicians	Ontario	13	1	7.7 %	23.9 %	3	-2	Ontario
2282 : User support technicians	Québec	9	2	22.2 %	22.1 %	2	0	Québec
5241 : Graphic designers and illustrators	Ontario	2	1	50.0 %	50.0 %	1	0	Ontario
05 : Supervisors		63	10	15.9 %	40.0 %	25	-15	
1212 : Supervisors, finance and insurance office workers	Nova Scotia	1	1	100.0 %	77.9 %	1	0	Nova Scotia
1212 : Supervisors, finance and insurance office workers	Ontario	5	5	100.0 %	71.6 %	4	1	Ontario
1212 : Supervisors, finance and insurance office workers	Québec	2	2	100.0 %	73.8 %	1	1	Québec
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Manitoba	3	0	0.0 %	31.0 %	1	-1	Manitoba
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	New Brunswick	3	0	0.0 %	34.8 %	1	-1	New Brunswick
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Newfoundland and Labrador	2	0	0.0 %	22.0 %	0	0	Newfoundland and Labrador
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Nova Scotia	2	0	0.0 %	31.9 %	1	-1	Nova Scotia
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Nunavut	2	0	0.0 %	0.0 %	0	0	Nunavut
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Ontario	24	2	8.3 %	31.8 %	8	-6	Ontario

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			#	%	%	#		
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Québec	12	0	0.0 %	34.6 %	4	-4	Québec
6211 : Retail sales supervisors	Newfoundland and Labrador	1	0	0.0 %	70.5 %	1	-1	Newfoundland and Labrador
6211 : Retail sales supervisors	Nova Scotia	1	0	0.0 %	70.1 %	1	-1	Nova Scotia
6211 : Retail sales supervisors	Ontario	5	0	0.0 %	62.8 %	3	-3	Ontario
06 : Supervisors: Crafts and Trades		334	13	3.9 %	5.9 %	20	-7	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Alberta	11	0	0.0 %	8.6 %	1	-1	Alberta
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	4	0	0.0 %	7.2 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Manitoba	1	0	0.0 %	7.8 %	0	0	Manitoba
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Newfoundland and Labrador	1	0	0.0 %	6.5 %	0	0	Newfoundland and Labrador
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	44	3	6.8 %	5.9 %	3	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Québec	37	2	5.4 %	6.5 %	2	0	Québec
7301 : Contractors and supervisors, mechanic trades	Alberta	2	0	0.0 %	5.3 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	British Columbia	1	0	0.0 %	4.4 %	0	0	British Columbia
7301 : Contractors and supervisors, mechanic trades	Manitoba	13	0	0.0 %	3.6 %	0	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	New Brunswick	5	0	0.0 %	4.5 %	0	0	New Brunswick
7301 : Contractors and supervisors, mechanic trades	Newfoundland and Labrador	8	0	0.0 %	2.6 %	0	0	Newfoundland and Labrador
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	13	1	7.7 %	1.9 %	0	1	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Nunavut	5	0	0.0 %	0.0 %	0	0	Nunavut
7301 : Contractors and supervisors, mechanic trades	Ontario	114	2	1.8 %	4.5 %	5	-3	Ontario
7301 : Contractors and supervisors, mechanic trades	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
7301 : Contractors and supervisors, mechanic trades	Québec	73	5	6.8 %	9.5 %	7	-2	Québec
7301 : Contractors and supervisors, mechanic trades	Saskatchewan	1	0	0.0 %	2.2 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		124	98	79.0 %	81.8 %	101	-3	

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			#	%	%	#		
Employment Equity Occupational Group	Calgary	2	2	100.0 %	81.2 %	2	0	Calgary
Employment Equity Occupational Group	Edmonton	2	2	100.0 %	84.2 %	2	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	6	4	66.7 %	85.7 %	5	-1	Greater Sudbury
Employment Equity Occupational Group	Kingston	1	1	100.0 %	83.4 %	1	0	Kingston
Employment Equity Occupational Group	London	3	2	66.7 %	82.8 %	2	0	London
Employment Equity Occupational Group	Man. less CMA	2	1	50.0 %	84.9 %	2	-1	Man. less CMA
Employment Equity Occupational Group	Montréal	33	25	75.8 %	80.9 %	27	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	85.7 %	1	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	3	2	66.7 %	86.8 %	3	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	3	100.0 %	86.6 %	3	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Nvt.	2	0	0.0 %	72.4 %	1	-1	Nvt.
Employment Equity Occupational Group	Ont. less CMAs	9	4	44.4 %	86.8 %	8	-4	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	76.8 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	5	5	100.0 %	87.6 %	4	1	Que. less CMAs
Employment Equity Occupational Group	Québec	8	8	100.0 %	80.4 %	6	2	Québec
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	84.4 %	1	-1	Saskatoon
Employment Equity Occupational Group	St. John's	3	3	100.0 %	83.2 %	2	1	St. John's
Employment Equity Occupational Group	Thunder Bay	2	1	50.0 %	84.7 %	2	-1	Thunder Bay
Employment Equity Occupational Group	Toronto	30	26	86.7 %	79.1 %	24	2	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	2	100.0 %	82.2 %	2	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	78.9 %	1	0	Vancouver
Employment Equity Occupational Group	Windsor	1	1	100.0 %	80.5 %	1	0	Windsor
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	82.0 %	2	0	Winnipeg
08 : Skilled Sales and Service Personnel		657	47	7.2 %	29.1 %	191	-144	

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			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Alberta	8	0	0.0 %	23.4 %	2	-2	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	4	0	0.0 %	27.9 %	1	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	44	3	6.8 %	22.9 %	10	-7	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	14	0	0.0 %	29.1 %	4	-4	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	20	0	0.0 %	33.3 %	7	-7	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	30	2	6.7 %	26.7 %	8	-6	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Nunavut	1	0	0.0 %	0.0 %	0	0	Nunavut
6221 : Technical sales specialists - wholesale trade	Ontario	298	13	4.4 %	27.9 %	83	-70	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	2	0	0.0 %	25.0 %	1	-1	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	214	15	7.0 %	29.9 %	64	-49	Québec
6222 : Retail and wholesale buyers	Nova Scotia	1	0	0.0 %	45.1 %	0	0	Nova Scotia
6222 : Retail and wholesale buyers	Ontario	14	9	64.3 %	57.4 %	8	1	Ontario
6222 : Retail and wholesale buyers	Québec	7	5	71.4 %	45.2 %	3	2	Québec
09 : Skilled Crafts and Trades Workers		2473	20	0.8 %	1.5 %	37	-17	
7233 : Sheet metal workers	Ontario	7	0	0.0 %	1.3 %	0	0	Ontario
7237 : Welders and related machine operators	Manitoba	3	0	0.0 %	1.9 %	0	0	Manitoba
7237 : Welders and related machine operators	New Brunswick	1	0	0.0 %	3.2 %	0	0	New Brunswick
7237 : Welders and related machine operators	Newfoundland and Labrador	1	0	0.0 %	5.0 %	0	0	Newfoundland and Labrador
7237 : Welders and related machine operators	Nova Scotia	4	0	0.0 %	3.1 %	0	0	Nova Scotia
7237 : Welders and related machine operators	Ontario	93	1	1.1 %	5.5 %	5	-4	Ontario
7237 : Welders and related machine operators	Québec	26	0	0.0 %	4.1 %	1	-1	Québec
7242 : Industrial electricians	Ontario	6	0	0.0 %	2.2 %	0	0	Ontario
7242 : Industrial electricians	Québec	3	0	0.0 %	2.0 %	0	0	Québec
7251 : Plumbers	Ontario	4	0	0.0 %	1.7 %	0	0	Ontario

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			#	%	%	#		
7312 : Heavy-duty equipment mechanics	Manitoba	111	1	0.9 %	1.5 %	2	-1	Manitoba
7312 : Heavy-duty equipment mechanics	New Brunswick	38	0	0.0 %	1.6 %	1	-1	New Brunswick
7312 : Heavy-duty equipment mechanics	Newfoundland and Labrador	80	0	0.0 %	1.2 %	1	-1	Newfoundland and Labrador
7312 : Heavy-duty equipment mechanics	Nova Scotia	70	1	1.4 %	1.1 %	1	0	Nova Scotia
7312 : Heavy-duty equipment mechanics	Nunavut	39	0	0.0 %	0.0 %	0	0	Nunavut
7312 : Heavy-duty equipment mechanics	Ontario	1031	9	0.9 %	1.1 %	11	-2	Ontario
7312 : Heavy-duty equipment mechanics	Prince Edward Island	6	0	0.0 %	0.0 %	0	0	Prince Edward Island
7312 : Heavy-duty equipment mechanics	Québec	567	4	0.7 %	1.2 %	7	-3	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Alberta	22	0	0.0 %	1.9 %	0	0	Alberta
7313 : Heating, refrigeration and air conditioning mechanics	British Columbia	13	1	7.7 %	2.2 %	0	1	British Columbia
7313 : Heating, refrigeration and air conditioning mechanics	Manitoba	20	0	0.0 %	2.4 %	0	0	Manitoba
7313 : Heating, refrigeration and air conditioning mechanics	New Brunswick	10	0	0.0 %	3.0 %	0	0	New Brunswick
7313 : Heating, refrigeration and air conditioning mechanics	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
7313 : Heating, refrigeration and air conditioning mechanics	Nova Scotia	15	0	0.0 %	0.0 %	0	0	Nova Scotia
7313 : Heating, refrigeration and air conditioning mechanics	Ontario	127	2	1.6 %	2.1 %	3	-1	Ontario
7313 : Heating, refrigeration and air conditioning mechanics	Québec	51	0	0.0 %	1.0 %	1	-1	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Saskatchewan	8	0	0.0 %	2.5 %	0	0	Saskatchewan
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Manitoba	6	0	0.0 %	2.2 %	0	0	Manitoba
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	5	0	0.0 %	1.6 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Newfoundland and Labrador	2	0	0.0 %	1.4 %	0	0	Newfoundland and Labrador
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nova Scotia	4	0	0.0 %	2.8 %	0	0	Nova Scotia
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nunavut	1	0	0.0 %	9.1 %	0	0	Nunavut
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	60	1	1.7 %	2.2 %	1	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Québec	22	0	0.0 %	1.7 %	0	0	Québec

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			#	%	%	#		
7371 : Crane operators	Ontario	1	0	0.0 %	2.4 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	13	0	0.0 %	8.6 %	1	-1	Ontario
9241 : Power engineers and power systems operators	Québec	1	0	0.0 %	6.2 %	0	0	Québec
10 : Clerical Personnel		756	293	38.8 %	68.1 %	515	-222	
Employment Equity Occupational Group	Barrie	11	2	18.2 %	71.8 %	8	-6	Barrie
Employment Equity Occupational Group	Belleville	4	0	0.0 %	67.4 %	3	-3	Belleville
Employment Equity Occupational Group	Brantford	2	0	0.0 %	68.0 %	1	-1	Brantford
Employment Equity Occupational Group	Calgary	1	0	0.0 %	70.7 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	71.9 %	1	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	15	4	26.7 %	73.9 %	11	-7	Greater Sudbury
Employment Equity Occupational Group	Guelph	2	0	0.0 %	69.0 %	1	-1	Guelph
Employment Equity Occupational Group	Hamilton	16	5	31.3 %	70.0 %	11	-6	Hamilton
Employment Equity Occupational Group	Kingston	6	0	0.0 %	71.6 %	4	-4	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	15	6	40.0 %	69.6 %	10	-4	Kitchener - Cambridge
Employment Equity Occupational Group	London	23	12	52.2 %	69.9 %	16	-4	London
Employment Equity Occupational Group	Man. less CMA	25	9	36.0 %	75.2 %	19	-10	Man. less CMA
Employment Equity Occupational Group	Moncton	2	0	0.0 %	65.5 %	1	-1	Moncton
Employment Equity Occupational Group	Montréal	109	45	41.3 %	61.6 %	67	-22	Montréal
Employment Equity Occupational Group	N.B. less CMA	6	0	0.0 %	71.3 %	4	-4	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	39	20	51.3 %	72.3 %	28	-8	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	23	10	43.5 %	74.0 %	17	-7	Nfld.Lab. less CMA
Employment Equity Occupational Group	Nvt.	13	1	7.7 %	78.4 %	10	-9	Nvt.
Employment Equity Occupational Group	Ont. less CMAs	112	37	33.0 %	73.9 %	83	-46	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	24	7	29.2 %	65.7 %	16	-9	Ottawa - Gatineau

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			#	%	%	#		
Employment Equity Occupational Group	P.E.I.	3	0	0.0 %	72.1 %	2	-2	P.E.I.
Employment Equity Occupational Group	Peterborough	6	2	33.3 %	74.5 %	4	-2	Peterborough
Employment Equity Occupational Group	Que. less CMAs	26	9	34.6 %	64.6 %	17	-8	Que. less CMAs
Employment Equity Occupational Group	Québec	31	10	32.3 %	58.6 %	18	-8	Québec
Employment Equity Occupational Group	St. Catharines - Niagara	3	1	33.3 %	71.5 %	2	-1	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	9	3	33.3 %	71.4 %	6	-3	St. John's
Employment Equity Occupational Group	Thunder Bay	5	1	20.0 %	73.6 %	4	-3	Thunder Bay
Employment Equity Occupational Group	Toronto	182	91	50.0 %	65.5 %	119	-28	Toronto
Employment Equity Occupational Group	Trois-Rivières	6	2	33.3 %	63.1 %	4	-2	Trois-Rivières
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	70.6 %	1	0	Vancouver
Employment Equity Occupational Group	Windsor	3	1	33.3 %	72.1 %	2	-1	Windsor
Employment Equity Occupational Group	Winnipeg	31	13	41.9 %	68.3 %	21	-8	Winnipeg
11 : Intermediate Sales and Service Personnel		179	87	48.6 %	66.7 %	119	-32	
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	69.6 %	1	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	4	2	50.0 %	71.6 %	3	-1	Greater Sudbury
Employment Equity Occupational Group	Hamilton	5	1	20.0 %	68.9 %	3	-2	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	1	50.0 %	71.2 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	2	50.0 %	68.0 %	3	-1	London
Employment Equity Occupational Group	Man. less CMA	4	3	75.0 %	74.8 %	3	0	Man. less CMA
Employment Equity Occupational Group	Moncton	1	1	100.0 %	64.2 %	1	0	Moncton
Employment Equity Occupational Group	Montréal	53	28	52.8 %	63.2 %	33	-5	Montréal
Employment Equity Occupational Group	N.B. less CMA	4	3	75.0 %	72.8 %	3	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	11	9	81.8 %	73.3 %	8	1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	4	2	50.0 %	81.6 %	3	-1	Nfld.Lab. less CMA

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			#	%	%	#		
Employment Equity Occupational Group	Ont. less CMAs	5	1	20.0 %	73.9 %	4	-3	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	7	4	57.1 %	62.8 %	4	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	69.9 %	1	-1	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	10	3	30.0 %	71.7 %	7	-4	Que. less CMAs
Employment Equity Occupational Group	Québec	22	9	40.9 %	62.6 %	14	-5	Québec
Employment Equity Occupational Group	St. John's	1	1	100.0 %	68.2 %	1	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	1	50.0 %	70.3 %	1	0	Thunder Bay
Employment Equity Occupational Group	Toronto	30	10	33.3 %	65.7 %	20	-10	Toronto
Employment Equity Occupational Group	Trois-Rivières	3	1	33.3 %	68.4 %	2	-1	Trois-Rivières
Employment Equity Occupational Group	Winnipeg	5	4	80.0 %	66.3 %	3	1	Winnipeg
12 : Semi-Skilled Manual Workers		463	25	5.4 %	17.1 %	79	-54	
Employment Equity Occupational Group	Barrie	10	0	0.0 %	15.1 %	2	-2	Barrie
Employment Equity Occupational Group	Belleville	3	0	0.0 %	21.9 %	1	-1	Belleville
Employment Equity Occupational Group	Brantford	2	0	0.0 %	21.4 %	0	0	Brantford
Employment Equity Occupational Group	Greater Sudbury	16	1	6.3 %	11.4 %	2	-1	Greater Sudbury
Employment Equity Occupational Group	Guelph	1	0	0.0 %	26.9 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	1	0	0.0 %	12.3 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	10	0	0.0 %	17.7 %	2	-2	Hamilton
Employment Equity Occupational Group	Kingston	2	0	0.0 %	14.3 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	18	0	0.0 %	23.3 %	4	-4	Kitchener - Cambridge
Employment Equity Occupational Group	London	10	1	10.0 %	17.4 %	2	-1	London
Employment Equity Occupational Group	Man. less CMA	11	0	0.0 %	16.5 %	2	-2	Man. less CMA
Employment Equity Occupational Group	Moncton	2	0	0.0 %	9.5 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	59	3	5.1 %	15.9 %	9	-6	Montréal

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.B. less CMA	7	0	0.0 %	15.3 %	1	-1	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	17	1	5.9 %	15.8 %	3	-2	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	22	2	9.1 %	16.3 %	4	-2	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	39	0	0.0 %	20.4 %	8	-8	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	14	0	0.0 %	11.8 %	2	-2	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	4	0	0.0 %	17.5 %	1	-1	P.E.I.
Employment Equity Occupational Group	Peterborough	5	0	0.0 %	18.0 %	1	-1	Peterborough
Employment Equity Occupational Group	Que. less CMAs	28	4	14.3 %	16.1 %	5	-1	Que. less CMAs
Employment Equity Occupational Group	Québec	23	0	0.0 %	12.5 %	3	-3	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	11.3 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	18.7 %	1	-1	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	5	0	0.0 %	10.2 %	1	-1	St. John's
Employment Equity Occupational Group	Thunder Bay	12	3	25.0 %	10.4 %	1	2	Thunder Bay
Employment Equity Occupational Group	Toronto	111	9	8.1 %	20.1 %	22	-13	Toronto
Employment Equity Occupational Group	Trois-Rivières	4	0	0.0 %	12.6 %	1	-1	Trois-Rivières
Employment Equity Occupational Group	Windsor	4	0	0.0 %	23.3 %	1	-1	Windsor
Employment Equity Occupational Group	Winnipeg	19	1	5.3 %	14.2 %	3	-2	Winnipeg
13 : Other Sales and Service Personnel		3	0	0.0 %	59.4 %	2	-2	
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	63.5 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	60.5 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	54.0 %	1	-1	Winnipeg
14 : Other Manual Workers		34	0	0.0 %	23.7 %	8	-8	
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	9.7 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	18.8 %	0	0	Hamilton

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	26.8 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	2	0	0.0 %	23.6 %	0	0	Montréal
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	21.1 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	24.3 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	8	0	0.0 %	19.1 %	2	-2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	9.9 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	17.5 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	10.8 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	14	0	0.0 %	31.3 %	4	-4	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	19.5 %	0	0	Winnipeg
Total		5847	773	13.2 %	23.3 %	1364	-591	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation		Availability			
			#	%	%	#		
01 : Senior Managers		50	0	0.0 %	1.7 %	1	-1	
0016 : Senior managers - construction, transportation, production and utilities	National	50	0	0.0 %	1.7 %	1	-1	National
02 : Middle and Other Managers		345	3	0.9 %	2.4 %	8	-5	
0111 : Financial managers	Manitoba	1	0	0.0 %	10.7 %	0	0	Manitoba
0111 : Financial managers	Newfoundland and Labrador	1	0	0.0 %	6.9 %	0	0	Newfoundland and Labrador
0111 : Financial managers	Nova Scotia	1	0	0.0 %	3.7 %	0	0	Nova Scotia
0111 : Financial managers	Ontario	15	0	0.0 %	1.3 %	0	0	Ontario
0111 : Financial managers	Québec	3	0	0.0 %	1.4 %	0	0	Québec
0112 : Human resources managers	Ontario	8	0	0.0 %	1.8 %	0	0	Ontario
0113 : Purchasing managers	Manitoba	1	0	0.0 %	4.0 %	0	0	Manitoba
0113 : Purchasing managers	New Brunswick	2	0	0.0 %	3.9 %	0	0	New Brunswick
0113 : Purchasing managers	Newfoundland and Labrador	1	0	0.0 %	3.6 %	0	0	Newfoundland and Labrador
0113 : Purchasing managers	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
0113 : Purchasing managers	Ontario	13	0	0.0 %	1.4 %	0	0	Ontario
0113 : Purchasing managers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
0113 : Purchasing managers	Québec	15	0	0.0 %	0.7 %	0	0	Québec
0114 : Other administrative services managers	Newfoundland and Labrador	1	0	0.0 %	3.8 %	0	0	Newfoundland and Labrador
0114 : Other administrative services managers	Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
0114 : Other administrative services managers	Québec	1	0	0.0 %	2.4 %	0	0	Québec
0122 : Banking, credit and other investment managers	Manitoba	3	0	0.0 %	7.1 %	0	0	Manitoba
0122 : Banking, credit and other investment managers	Newfoundland and Labrador	1	0	0.0 %	7.8 %	0	0	Newfoundland and Labrador
0122 : Banking, credit and other investment managers	Nova Scotia	1	0	0.0 %	2.8 %	0	0	Nova Scotia
0122 : Banking, credit and other investment managers	Ontario	12	0	0.0 %	1.2 %	0	0	Ontario
0122 : Banking, credit and other investment managers	Québec	9	0	0.0 %	0.9 %	0	0	Québec

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			Representation		Availability			
			#	%	%	#		
0124 : Advertising, marketing and public relations managers	Nova Scotia	1	0	0.0 %	2.3 %	0	0	Nova Scotia
0124 : Advertising, marketing and public relations managers	Ontario	2	0	0.0 %	1.0 %	0	0	Ontario
0124 : Advertising, marketing and public relations managers	Québec	8	0	0.0 %	1.0 %	0	0	Québec
0125 : Other business services managers	Ontario	6	0	0.0 %	1.7 %	0	0	Ontario
0125 : Other business services managers	Québec	3	0	0.0 %	0.6 %	0	0	Québec
0211 : Engineering managers	Ontario	7	0	0.0 %	0.7 %	0	0	Ontario
0213 : Computer and information systems managers	Ontario	12	0	0.0 %	0.7 %	0	0	Ontario
0213 : Computer and information systems managers	Québec	7	0	0.0 %	0.8 %	0	0	Québec
0601 : Corporate sales managers	Manitoba	9	0	0.0 %	6.5 %	1	-1	Manitoba
0601 : Corporate sales managers	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
0601 : Corporate sales managers	Nova Scotia	7	0	0.0 %	3.3 %	0	0	Nova Scotia
0601 : Corporate sales managers	Ontario	39	0	0.0 %	1.0 %	0	0	Ontario
0601 : Corporate sales managers	Québec	20	0	0.0 %	0.9 %	0	0	Québec
0621 : Retail and wholesale trade managers	Alberta	1	0	0.0 %	3.8 %	0	0	Alberta
0621 : Retail and wholesale trade managers	British Columbia	1	0	0.0 %	3.4 %	0	0	British Columbia
0621 : Retail and wholesale trade managers	Manitoba	8	1	12.5 %	8.8 %	1	0	Manitoba
0621 : Retail and wholesale trade managers	New Brunswick	4	0	0.0 %	2.7 %	0	0	New Brunswick
0621 : Retail and wholesale trade managers	Newfoundland and Labrador	8	0	0.0 %	6.6 %	1	-1	Newfoundland and Labrador
0621 : Retail and wholesale trade managers	Nova Scotia	6	0	0.0 %	4.7 %	0	0	Nova Scotia
0621 : Retail and wholesale trade managers	Nunavut	4	1	25.0 %	35.9 %	1	0	Nunavut
0621 : Retail and wholesale trade managers	Ontario	72	1	1.4 %	1.8 %	1	0	Ontario
0621 : Retail and wholesale trade managers	Prince Edward Island	1	0	0.0 %	0.6 %	0	0	Prince Edward Island
0621 : Retail and wholesale trade managers	Québec	17	0	0.0 %	1.6 %	0	0	Québec
0621 : Retail and wholesale trade managers	Saskatchewan	1	0	0.0 %	6.6 %	0	0	Saskatchewan

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			Representation		Availability		Gap #	
			#	%	%	#		
0714 : Facility operation and maintenance managers	Ontario	1	0	0.0 %	2.1 %	0	0	Ontario
03 : Professionals		290	2	0.7 %	1.2 %	3	-1	
1111 : Financial auditors and accountants	Manitoba	2	0	0.0 %	5.6 %	0	0	Manitoba
1111 : Financial auditors and accountants	Nova Scotia	1	0	0.0 %	5.1 %	0	0	Nova Scotia
1111 : Financial auditors and accountants	Ontario	23	0	0.0 %	0.7 %	0	0	Ontario
1111 : Financial auditors and accountants	Québec	14	0	0.0 %	0.9 %	0	0	Québec
1121 : Human resources professionals	Manitoba	1	0	0.0 %	10.6 %	0	0	Manitoba
1121 : Human resources professionals	Nova Scotia	1	0	0.0 %	3.1 %	0	0	Nova Scotia
1121 : Human resources professionals	Ontario	12	0	0.0 %	1.9 %	0	0	Ontario
1121 : Human resources professionals	Québec	8	0	0.0 %	2.0 %	0	0	Québec
1123 : Professional occupations in advertising, marketing and public relations	Nova Scotia	2	0	0.0 %	3.9 %	0	0	Nova Scotia
1123 : Professional occupations in advertising, marketing and public relations	Québec	23	0	0.0 %	1.1 %	0	0	Québec
2132 : Mechanical engineers	Alberta	10	0	0.0 %	1.1 %	0	0	Alberta
2132 : Mechanical engineers	British Columbia	3	0	0.0 %	1.1 %	0	0	British Columbia
2132 : Mechanical engineers	Manitoba	2	0	0.0 %	3.7 %	0	0	Manitoba
2132 : Mechanical engineers	Nova Scotia	3	0	0.0 %	2.3 %	0	0	Nova Scotia
2132 : Mechanical engineers	Ontario	70	0	0.0 %	0.6 %	0	0	Ontario
2132 : Mechanical engineers	Québec	8	0	0.0 %	0.9 %	0	0	Québec
2132 : Mechanical engineers	Saskatchewan	2	0	0.0 %	3.4 %	0	0	Saskatchewan
2133 : Electrical and electronics engineers	Ontario	6	0	0.0 %	0.6 %	0	0	Ontario
2141 : Industrial and manufacturing engineers	Newfoundland and Labrador	1	0	0.0 %	11.8 %	0	0	Newfoundland and Labrador
2141 : Industrial and manufacturing engineers	Nova Scotia	1	0	0.0 %	2.8 %	0	0	Nova Scotia
2141 : Industrial and manufacturing engineers	Ontario	8	1	12.5 %	0.6 %	0	1	Ontario
2141 : Industrial and manufacturing engineers	Québec	2	0	0.0 %	0.6 %	0	0	Québec

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2171 : Information systems analysts and consultants	Manitoba	1	0	0.0 %	6.8 %	0	0	Manitoba
2171 : Information systems analysts and consultants	Nova Scotia	1	0	0.0 %	2.5 %	0	0	Nova Scotia
2171 : Information systems analysts and consultants	Ontario	11	0	0.0 %	0.8 %	0	0	Ontario
2171 : Information systems analysts and consultants	Québec	16	0	0.0 %	0.8 %	0	0	Québec
2172 : Database analysts and data administrators	Ontario	2	0	0.0 %	1.3 %	0	0	Ontario
2173 : Software engineers and designers	Ontario	9	0	0.0 %	0.5 %	0	0	Ontario
2173 : Software engineers and designers	Québec	1	0	0.0 %	0.5 %	0	0	Québec
2174 : Computer programmers and interactive media developers	Ontario	9	0	0.0 %	0.8 %	0	0	Ontario
2174 : Computer programmers and interactive media developers	Québec	5	0	0.0 %	0.7 %	0	0	Québec
2175 : Web designers and developers	Ontario	1	0	0.0 %	1.3 %	0	0	Ontario
2175 : Web designers and developers	Québec	2	0	0.0 %	0.9 %	0	0	Québec
4021 : College and other vocational instructors	Manitoba	1	0	0.0 %	11.0 %	0	0	Manitoba
4021 : College and other vocational instructors	Nova Scotia	1	0	0.0 %	4.3 %	0	0	Nova Scotia
4021 : College and other vocational instructors	Ontario	11	1	9.1 %	1.9 %	0	1	Ontario
4021 : College and other vocational instructors	Québec	3	0	0.0 %	1.3 %	0	0	Québec
4112 : Lawyers and Quebec notaries	Ontario	2	0	0.0 %	1.2 %	0	0	Ontario
4163 : Business development officers and marketing researchers and consultants	Manitoba	1	0	0.0 %	9.4 %	0	0	Manitoba
4163 : Business development officers and marketing researchers and consultants	Ontario	8	0	0.0 %	1.1 %	0	0	Ontario
4163 : Business development officers and marketing researchers and consultants	Québec	1	0	0.0 %	1.0 %	0	0	Québec
5125 : Translators, terminologists and interpreters	Québec	1	0	0.0 %	2.3 %	0	0	Québec
04 : Semi-Professionals and Technicians		76	0	0.0 %	1.7 %	1	-1	
2211 : Chemical technologists and technicians	Ontario	10	0	0.0 %	1.1 %	0	0	Ontario
2211 : Chemical technologists and technicians	Québec	15	0	0.0 %	1.4 %	0	0	Québec
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario

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			Representation		Availability		Gap #	
			#	%	%	#		
2232 : Mechanical engineering technologists and technicians	Québec	6	0	0.0 %	1.0 %	0	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	6	0	0.0 %	1.7 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	3	0	0.0 %	1.6 %	0	0	Québec
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	3	0	0.0 %	1.0 %	0	0	Québec
2281 : Computer network technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	1.1 %	0	0	Québec
2282 : User support technicians	Manitoba	1	0	0.0 %	8.0 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	3.1 %	0	0	New Brunswick
2282 : User support technicians	Nova Scotia	3	0	0.0 %	7.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	13	0	0.0 %	1.3 %	0	0	Ontario
2282 : User support technicians	Québec	9	0	0.0 %	1.3 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
05 : Supervisors		63	1	1.6 %	4.3 %	3	-2	
1212 : Supervisors, finance and insurance office workers	Nova Scotia	1	0	0.0 %	4.2 %	0	0	Nova Scotia
1212 : Supervisors, finance and insurance office workers	Ontario	5	0	0.0 %	1.6 %	0	0	Ontario
1212 : Supervisors, finance and insurance office workers	Québec	2	0	0.0 %	1.8 %	0	0	Québec
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Manitoba	3	0	0.0 %	12.2 %	0	0	Manitoba
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	New Brunswick	3	1	33.3 %	1.9 %	0	1	New Brunswick
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Newfoundland and Labrador	2	0	0.0 %	6.6 %	0	0	Newfoundland and Labrador
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Nova Scotia	2	0	0.0 %	5.2 %	0	0	Nova Scotia
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Nunavut	2	0	0.0 %	50.0 %	1	-1	Nunavut
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Ontario	24	0	0.0 %	1.9 %	0	0	Ontario
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Québec	12	0	0.0 %	1.2 %	0	0	Québec

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
6211 : Retail sales supervisors	Newfoundland and Labrador	1	0	0.0 %	10.5 %	0	0	Newfoundland and Labrador
6211 : Retail sales supervisors	Nova Scotia	1	0	0.0 %	4.0 %	0	0	Nova Scotia
6211 : Retail sales supervisors	Ontario	5	0	0.0 %	2.5 %	0	0	Ontario
06 : Supervisors: Crafts and Trades		334	5	1.5 %	4.5 %	15	-10	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Alberta	11	0	0.0 %	5.2 %	1	-1	Alberta
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	4	0	0.0 %	5.3 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Manitoba	1	0	0.0 %	15.2 %	0	0	Manitoba
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Newfoundland and Labrador	1	0	0.0 %	7.5 %	0	0	Newfoundland and Labrador
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	44	0	0.0 %	2.7 %	1	-1	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Québec	37	0	0.0 %	2.5 %	1	-1	Québec
7301 : Contractors and supervisors, mechanic trades	Alberta	2	0	0.0 %	4.7 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	British Columbia	1	0	0.0 %	3.1 %	0	0	British Columbia
7301 : Contractors and supervisors, mechanic trades	Manitoba	13	2	15.4 %	8.3 %	1	1	Manitoba
7301 : Contractors and supervisors, mechanic trades	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
7301 : Contractors and supervisors, mechanic trades	Newfoundland and Labrador	8	1	12.5 %	6.6 %	1	0	Newfoundland and Labrador
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	13	1	7.7 %	5.8 %	1	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Nunavut	5	0	0.0 %	100.0 %	5	-5	Nunavut
7301 : Contractors and supervisors, mechanic trades	Ontario	114	1	0.9 %	2.3 %	3	-2	Ontario
7301 : Contractors and supervisors, mechanic trades	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
7301 : Contractors and supervisors, mechanic trades	Québec	73	0	0.0 %	2.1 %	2	-2	Québec
7301 : Contractors and supervisors, mechanic trades	Saskatchewan	1	0	0.0 %	5.8 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		124	2	1.6 %	4.1 %	5	-3	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.9 %	0	0	Calgary

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			#	%	%	#		
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	4.7 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	6	0	0.0 %	8.8 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Kingston	1	0	0.0 %	3.2 %	0	0	Kingston
Employment Equity Occupational Group	London	3	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Man. less CMA	2	0	0.0 %	15.7 %	0	0	Man. less CMA
Employment Equity Occupational Group	Montréal	33	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.3 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	5.0 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	0	0.0 %	14.8 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Nvt.	2	0	0.0 %	71.9 %	1	-1	Nvt.
Employment Equity Occupational Group	Ont. less CMAs	9	0	0.0 %	5.7 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	5	0	0.0 %	3.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	8	0	0.0 %	1.4 %	0	0	Québec
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	3	1	33.3 %	2.9 %	0	1	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	9.5 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	30	1	3.3 %	0.8 %	0	1	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	1.2 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	1	0	0.0 %	2.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	9.2 %	0	0	Winnipeg
08 : Skilled Sales and Service Personnel		657	8	1.2 %	1.8 %	12	-4	
6221 : Technical sales specialists - wholesale trade	Alberta	8	0	0.0 %	2.8 %	0	0	Alberta

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	British Columbia	4	0	0.0 %	2.1 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	44	4	9.1 %	5.5 %	2	2	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	14	0	0.0 %	2.2 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	20	0	0.0 %	7.5 %	2	-2	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	30	0	0.0 %	3.2 %	1	-1	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Nunavut	1	0	0.0 %	0.0 %	0	0	Nunavut
6221 : Technical sales specialists - wholesale trade	Ontario	298	1	0.3 %	1.2 %	4	-3	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	2	0	0.0 %	0.0 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	214	2	0.9 %	1.1 %	2	0	Québec
6222 : Retail and wholesale buyers	Nova Scotia	1	1	100.0 %	6.9 %	0	1	Nova Scotia
6222 : Retail and wholesale buyers	Ontario	14	0	0.0 %	1.6 %	0	0	Ontario
6222 : Retail and wholesale buyers	Québec	7	0	0.0 %	0.8 %	0	0	Québec
09 : Skilled Crafts and Trades Workers		2473	57	2.3 %	5.5 %	136	-79	
7233 : Sheet metal workers	Ontario	7	0	0.0 %	3.2 %	0	0	Ontario
7237 : Welders and related machine operators	Manitoba	3	0	0.0 %	10.7 %	0	0	Manitoba
7237 : Welders and related machine operators	New Brunswick	1	0	0.0 %	3.4 %	0	0	New Brunswick
7237 : Welders and related machine operators	Newfoundland and Labrador	1	0	0.0 %	7.9 %	0	0	Newfoundland and Labrador
7237 : Welders and related machine operators	Nova Scotia	4	0	0.0 %	5.8 %	0	0	Nova Scotia
7237 : Welders and related machine operators	Ontario	93	5	5.4 %	3.1 %	3	2	Ontario
7237 : Welders and related machine operators	Québec	26	0	0.0 %	2.3 %	1	-1	Québec
7242 : Industrial electricians	Ontario	6	0	0.0 %	2.7 %	0	0	Ontario
7242 : Industrial electricians	Québec	3	0	0.0 %	2.0 %	0	0	Québec
7251 : Plumbers	Ontario	4	0	0.0 %	2.6 %	0	0	Ontario
7312 : Heavy-duty equipment mechanics	Manitoba	111	11	9.9 %	12.2 %	14	-3	Manitoba

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
7312 : Heavy-duty equipment mechanics	New Brunswick	38	0	0.0 %	2.6 %	1	-1	New Brunswick
7312 : Heavy-duty equipment mechanics	Newfoundland and Labrador	80	3	3.8 %	13.6 %	11	-8	Newfoundland and Labrador
7312 : Heavy-duty equipment mechanics	Nova Scotia	70	1	1.4 %	4.5 %	3	-2	Nova Scotia
7312 : Heavy-duty equipment mechanics	Nunavut	39	3	7.7 %	62.5 %	24	-21	Nunavut
7312 : Heavy-duty equipment mechanics	Ontario	1031	26	2.5 %	4.7 %	48	-22	Ontario
7312 : Heavy-duty equipment mechanics	Prince Edward Island	6	0	0.0 %	6.3 %	0	0	Prince Edward Island
7312 : Heavy-duty equipment mechanics	Québec	567	3	0.5 %	3.0 %	17	-14	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Alberta	22	0	0.0 %	5.0 %	1	-1	Alberta
7313 : Heating, refrigeration and air conditioning mechanics	British Columbia	13	0	0.0 %	4.3 %	1	-1	British Columbia
7313 : Heating, refrigeration and air conditioning mechanics	Manitoba	20	1	5.0 %	9.9 %	2	-1	Manitoba
7313 : Heating, refrigeration and air conditioning mechanics	New Brunswick	10	0	0.0 %	0.0 %	0	0	New Brunswick
7313 : Heating, refrigeration and air conditioning mechanics	Newfoundland and Labrador	2	0	0.0 %	4.2 %	0	0	Newfoundland and Labrador
7313 : Heating, refrigeration and air conditioning mechanics	Nova Scotia	15	0	0.0 %	4.4 %	1	-1	Nova Scotia
7313 : Heating, refrigeration and air conditioning mechanics	Ontario	127	2	1.6 %	1.7 %	2	0	Ontario
7313 : Heating, refrigeration and air conditioning mechanics	Québec	51	0	0.0 %	0.9 %	0	0	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Saskatchewan	8	0	0.0 %	4.2 %	0	0	Saskatchewan
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Manitoba	6	0	0.0 %	11.2 %	1	-1	Manitoba
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	5	0	0.0 %	2.3 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Newfoundland and Labrador	2	0	0.0 %	8.2 %	0	0	Newfoundland and Labrador
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nova Scotia	4	0	0.0 %	4.3 %	0	0	Nova Scotia
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nunavut	1	0	0.0 %	81.8 %	1	-1	Nunavut
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	60	1	1.7 %	2.6 %	2	-1	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Québec	22	0	0.0 %	2.2 %	0	0	Québec
7371 : Crane operators	Ontario	1	0	0.0 %	3.8 %	0	0	Ontario

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			Representation		Availability		Gap #	
			#	%	%	#		
9241 : Power engineers and power systems operators	Ontario	13	1	7.7 %	3.0 %	0	1	Ontario
9241 : Power engineers and power systems operators	Québec	1	0	0.0 %	4.0 %	0	0	Québec
10 : Clerical Personnel		756	15	2.0 %	5.6 %	42	-27	
Employment Equity Occupational Group	Barrie	11	0	0.0 %	2.8 %	0	0	Barrie
Employment Equity Occupational Group	Belleville	4	1	25.0 %	4.5 %	0	1	Belleville
Employment Equity Occupational Group	Brantford	2	0	0.0 %	4.1 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	5.3 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	15	0	0.0 %	8.1 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Guelph	2	0	0.0 %	1.9 %	0	0	Guelph
Employment Equity Occupational Group	Hamilton	16	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Kingston	6	1	16.7 %	2.8 %	0	1	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	15	0	0.0 %	2.1 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	23	0	0.0 %	2.2 %	1	-1	London
Employment Equity Occupational Group	Man. less CMA	25	0	0.0 %	19.1 %	5	-5	Man. less CMA
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.6 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	109	1	0.9 %	1.0 %	1	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	6	0	0.0 %	3.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	39	1	2.6 %	5.6 %	2	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	23	1	4.3 %	14.9 %	3	-2	Nfld.Lab. less CMA
Employment Equity Occupational Group	Nvt.	13	2	15.4 %	86.3 %	11	-9	Nvt.
Employment Equity Occupational Group	Ont. less CMAs	112	3	2.7 %	6.4 %	7	-4	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	24	0	0.0 %	3.5 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	3	0	0.0 %	2.2 %	0	0	P.E.I.

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			Representation #	%	Availability %			
Employment Equity Occupational Group	Peterborough	6	0	0.0 %	4.5 %	0	Peterborough	
Employment Equity Occupational Group	Que. less CMAs	26	2	7.7 %	4.4 %	1	Que. less CMAs	
Employment Equity Occupational Group	Québec	31	0	0.0 %	1.6 %	0	Québec	
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	2.6 %	0	St. Catharines -	
Employment Equity Occupational Group	St. John's	9	0	0.0 %	3.0 %	0	St. John's	
Employment Equity Occupational Group	Thunder Bay	5	0	0.0 %	10.1 %	1	-1	Thunder Bay
Employment Equity Occupational Group	Toronto	182	1	0.5 %	0.8 %	1	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	6	0	0.0 %	1.5 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.7 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	3	0	0.0 %	1.8 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	31	2	6.5 %	11.4 %	4	-2	Winnipeg
11 : Intermediate Sales and Service Personnel		179	2	1.1 %	3.3 %	6	-4	
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	5.7 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	4	0	0.0 %	8.9 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Hamilton	5	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.8 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	2.4 %	0	0	London
Employment Equity Occupational Group	Man. less CMA	4	0	0.0 %	24.6 %	1	-1	Man. less CMA
Employment Equity Occupational Group	Moncton	1	0	0.0 %	3.3 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	53	1	1.9 %	0.8 %	0	1	Montréal
Employment Equity Occupational Group	N.B. less CMA	4	0	0.0 %	4.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	11	0	0.0 %	6.7 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	4	0	0.0 %	13.6 %	1	-1	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	6.9 %	0	0	Ont. less CMAs

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
Employment Equity Occupational Group	Ottawa - Gatineau	7	0	0.0 %	3.1 %	0	Ottawa - Gatineau	
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	1.7 %	0	P.E.I.	
Employment Equity Occupational Group	Que. less CMAs	10	0	0.0 %	4.2 %	0	Que. less CMAs	
Employment Equity Occupational Group	Québec	22	0	0.0 %	1.6 %	0	Québec	
Employment Equity Occupational Group	St. John's	1	0	0.0 %	3.7 %	0	St. John's	
Employment Equity Occupational Group	Thunder Bay	2	1	50.0 %	10.7 %	0	1	Thunder Bay
Employment Equity Occupational Group	Toronto	30	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	3	0	0.0 %	1.3 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	10.6 %	1	-1	Winnipeg
12 : Semi-Skilled Manual Workers		463	7	1.5 %	4.0 %	19	-12	
Employment Equity Occupational Group	Barrie	10	0	0.0 %	3.3 %	0	0	Barrie
Employment Equity Occupational Group	Belleville	3	0	0.0 %	4.8 %	0	0	Belleville
Employment Equity Occupational Group	Brantford	2	0	0.0 %	4.2 %	0	0	Brantford
Employment Equity Occupational Group	Greater Sudbury	16	1	6.3 %	12.0 %	2	-1	Greater Sudbury
Employment Equity Occupational Group	Guelph	1	0	0.0 %	1.3 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.8 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	10	0	0.0 %	2.3 %	0	0	Hamilton
Employment Equity Occupational Group	Kingston	2	0	0.0 %	3.9 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	18	0	0.0 %	2.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	10	0	0.0 %	2.2 %	0	0	London
Employment Equity Occupational Group	Man. less CMA	11	0	0.0 %	15.8 %	2	-2	Man. less CMA
Employment Equity Occupational Group	Moncton	2	0	0.0 %	2.7 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	59	1	1.7 %	1.0 %	1	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	7	0	0.0 %	4.3 %	0	0	N.B. less CMA

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			Representation #	%	Availability %			
Employment Equity Occupational Group	N.S. less CMA	17	0	0.0 %	6.4 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	22	1	4.5 %	10.9 %	2	-1	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	39	0	0.0 %	5.4 %	2	-2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	14	0	0.0 %	3.7 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	4	0	0.0 %	2.2 %	0	0	P.E.I.
Employment Equity Occupational Group	Peterborough	5	0	0.0 %	4.6 %	0	0	Peterborough
Employment Equity Occupational Group	Que. less CMAs	28	0	0.0 %	4.1 %	1	-1	Que. less CMAs
Employment Equity Occupational Group	Québec	23	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	2.2 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	2.9 %	0	0	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	5	0	0.0 %	2.2 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	12	1	8.3 %	10.8 %	1	0	Thunder Bay
Employment Equity Occupational Group	Toronto	111	0	0.0 %	0.8 %	1	-1	Toronto
Employment Equity Occupational Group	Trois-Rivières	4	0	0.0 %	1.9 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Windsor	4	0	0.0 %	2.9 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	19	3	15.8 %	9.8 %	2	1	Winnipeg
13 : Other Sales and Service Personnel		3	0	0.0 %	9.5 %	0	0	
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	7.7 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	8.8 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	12.1 %	0	0	Winnipeg
14 : Other Manual Workers		34	4	11.8 %	4.9 %	2	2	
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	10.9 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	2.7 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	2.3 %	0	0	Kitchener - Cambridge - Waterloo



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			#	%	%	#		
Employment Equity Occupational Group	Montréal	2	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	8.7 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	13.6 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	8	3	37.5 %	7.9 %	1	2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	4.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	1	1	100.0 %	12.6 %	0	1	Thunder Bay
Employment Equity Occupational Group	Toronto	14	0	0.0 %	1.0 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	16.3 %	0	0	Winnipeg
Total		5847	106	1.8 %	4.3 %	253	-147	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities					Recruitment Area	
		All Employees	Representation		Availability			Gap
		#	#	%	%	#		#
01 : Senior Managers		50	1	2.0 %	9.3 %	5	-4	
0016 : Senior managers - construction, transportation, production and utilities	National	50	1	2.0 %	9.3 %	5	-4	National
02 : Middle and Other Managers		345	20	5.8 %	17.4 %	60	-40	
0111 : Financial managers	Manitoba	1	0	0.0 %	11.7 %	0	0	Manitoba
0111 : Financial managers	Newfoundland and Labrador	1	0	0.0 %	1.4 %	0	0	Newfoundland and
0111 : Financial managers	Nova Scotia	1	0	0.0 %	4.3 %	0	0	Nova Scotia
0111 : Financial managers	Ontario	15	5	33.3 %	32.0 %	5	0	Ontario
0111 : Financial managers	Québec	3	0	0.0 %	8.5 %	0	0	Québec
0112 : Human resources managers	Ontario	8	1	12.5 %	20.1 %	2	-1	Ontario
0113 : Purchasing managers	Manitoba	1	0	0.0 %	9.1 %	0	0	Manitoba
0113 : Purchasing managers	New Brunswick	2	0	0.0 %	6.5 %	0	0	New Brunswick
0113 : Purchasing managers	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and
0113 : Purchasing managers	Nova Scotia	6	0	0.0 %	3.3 %	0	0	Nova Scotia
0113 : Purchasing managers	Ontario	13	1	7.7 %	21.8 %	3	-2	Ontario
0113 : Purchasing managers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
0113 : Purchasing managers	Québec	15	0	0.0 %	9.9 %	1	-1	Québec
0114 : Other administrative services managers	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and
0114 : Other administrative services managers	Ontario	2	0	0.0 %	22.2 %	0	0	Ontario
0114 : Other administrative services managers	Québec	1	0	0.0 %	7.3 %	0	0	Québec
0122 : Banking, credit and other investment managers	Manitoba	3	0	0.0 %	12.3 %	0	0	Manitoba
0122 : Banking, credit and other investment managers	Newfoundland and Labrador	1	0	0.0 %	3.9 %	0	0	Newfoundland and
0122 : Banking, credit and other investment managers	Nova Scotia	1	0	0.0 %	8.7 %	0	0	Nova Scotia
0122 : Banking, credit and other investment managers	Ontario	12	1	8.3 %	34.1 %	4	-3	Ontario
0122 : Banking, credit and other investment managers	Québec	9	0	0.0 %	11.7 %	1	-1	Québec

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			Representation		Availability		Gap #	
			#	%	%	#		
0124 : Advertising, marketing and public relations managers	Nova Scotia	1	0	0.0 %	5.9 %	0	0	Nova Scotia
0124 : Advertising, marketing and public relations managers	Ontario	2	0	0.0 %	23.5 %	0	0	Ontario
0124 : Advertising, marketing and public relations managers	Québec	8	0	0.0 %	9.4 %	1	-1	Québec
0125 : Other business services managers	Ontario	6	1	16.7 %	23.2 %	1	0	Ontario
0125 : Other business services managers	Québec	3	1	33.3 %	12.2 %	0	1	Québec
0211 : Engineering managers	Ontario	7	0	0.0 %	27.8 %	2	-2	Ontario
0213 : Computer and information systems managers	Ontario	12	5	41.7 %	34.1 %	4	1	Ontario
0213 : Computer and information systems managers	Québec	7	0	0.0 %	11.1 %	1	-1	Québec
0601 : Corporate sales managers	Manitoba	9	1	11.1 %	8.3 %	1	0	Manitoba
0601 : Corporate sales managers	Newfoundland and Labrador	2	0	0.0 %	3.0 %	0	0	Newfoundland and Labrador
0601 : Corporate sales managers	Nova Scotia	7	0	0.0 %	2.0 %	0	0	Nova Scotia
0601 : Corporate sales managers	Ontario	39	2	5.1 %	19.6 %	8	-6	Ontario
0601 : Corporate sales managers	Québec	20	1	5.0 %	7.4 %	1	0	Québec
0621 : Retail and wholesale trade managers	Alberta	1	0	0.0 %	19.3 %	0	0	Alberta
0621 : Retail and wholesale trade managers	British Columbia	1	0	0.0 %	28.0 %	0	0	British Columbia
0621 : Retail and wholesale trade managers	Manitoba	8	0	0.0 %	12.2 %	1	-1	Manitoba
0621 : Retail and wholesale trade managers	New Brunswick	4	0	0.0 %	3.4 %	0	0	New Brunswick
0621 : Retail and wholesale trade managers	Newfoundland and Labrador	8	0	0.0 %	0.9 %	0	0	Newfoundland and Labrador
0621 : Retail and wholesale trade managers	Nova Scotia	6	0	0.0 %	3.8 %	0	0	Nova Scotia
0621 : Retail and wholesale trade managers	Nunavut	4	0	0.0 %	5.1 %	0	0	Nunavut
0621 : Retail and wholesale trade managers	Ontario	72	1	1.4 %	25.2 %	18	-17	Ontario
0621 : Retail and wholesale trade managers	Prince Edward Island	1	0	0.0 %	8.6 %	0	0	Prince Edward Island
0621 : Retail and wholesale trade managers	Québec	17	0	0.0 %	11.4 %	2	-2	Québec
0621 : Retail and wholesale trade managers	Saskatchewan	1	0	0.0 %	8.6 %	0	0	Saskatchewan

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			#	%	%	#		
0714 : Facility operation and maintenance managers	Ontario	1	0	0.0 %	16.2 %	0	0	Ontario
03 : Professionals		290	52	17.9 %	29.5 %	86	-34	
1111 : Financial auditors and accountants	Manitoba	2	0	0.0 %	22.1 %	0	0	Manitoba
1111 : Financial auditors and accountants	Nova Scotia	1	0	0.0 %	6.9 %	0	0	Nova Scotia
1111 : Financial auditors and accountants	Ontario	23	11	47.8 %	43.6 %	10	1	Ontario
1111 : Financial auditors and accountants	Québec	14	2	14.3 %	13.6 %	2	0	Québec
1121 : Human resources professionals	Manitoba	1	0	0.0 %	9.8 %	0	0	Manitoba
1121 : Human resources professionals	Nova Scotia	1	1	100.0 %	4.7 %	0	1	Nova Scotia
1121 : Human resources professionals	Ontario	12	4	33.3 %	23.8 %	3	1	Ontario
1121 : Human resources professionals	Québec	8	0	0.0 %	7.5 %	1	-1	Québec
1123 : Professional occupations in advertising, marketing and public relations	Nova Scotia	2	0	0.0 %	6.7 %	0	0	Nova Scotia
1123 : Professional occupations in advertising, marketing and public relations	Québec	23	2	8.7 %	10.5 %	2	0	Québec
2132 : Mechanical engineers	Alberta	10	0	0.0 %	40.1 %	4	-4	Alberta
2132 : Mechanical engineers	British Columbia	3	0	0.0 %	35.9 %	1	-1	British Columbia
2132 : Mechanical engineers	Manitoba	2	0	0.0 %	25.4 %	1	-1	Manitoba
2132 : Mechanical engineers	Nova Scotia	3	0	0.0 %	7.6 %	0	0	Nova Scotia
2132 : Mechanical engineers	Ontario	70	15	21.4 %	37.8 %	26	-11	Ontario
2132 : Mechanical engineers	Québec	8	0	0.0 %	13.3 %	1	-1	Québec
2132 : Mechanical engineers	Saskatchewan	2	0	0.0 %	24.0 %	0	0	Saskatchewan
2133 : Electrical and electronics engineers	Ontario	6	2	33.3 %	45.6 %	3	-1	Ontario
2141 : Industrial and manufacturing engineers	Newfoundland and Labrador	1	0	0.0 %	11.8 %	0	0	Newfoundland and Labrador
2141 : Industrial and manufacturing engineers	Nova Scotia	1	0	0.0 %	11.3 %	0	0	Nova Scotia
2141 : Industrial and manufacturing engineers	Ontario	8	1	12.5 %	40.8 %	3	-2	Ontario
2141 : Industrial and manufacturing engineers	Québec	2	0	0.0 %	21.2 %	0	0	Québec

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			#	%	%	#		
2171 : Information systems analysts and consultants	Manitoba	1	0	0.0 %	23.2 %	0	0	Manitoba
2171 : Information systems analysts and consultants	Nova Scotia	1	0	0.0 %	17.8 %	0	0	Nova Scotia
2171 : Information systems analysts and consultants	Ontario	11	4	36.4 %	48.4 %	5	-1	Ontario
2171 : Information systems analysts and consultants	Québec	16	0	0.0 %	19.9 %	3	-3	Québec
2172 : Database analysts and data administrators	Ontario	2	1	50.0 %	44.2 %	1	0	Ontario
2173 : Software engineers and designers	Ontario	9	2	22.2 %	53.3 %	5	-3	Ontario
2173 : Software engineers and designers	Québec	1	0	0.0 %	26.3 %	0	0	Québec
2174 : Computer programmers and interactive media developers	Ontario	9	4	44.4 %	44.2 %	4	0	Ontario
2174 : Computer programmers and interactive media developers	Québec	5	3	60.0 %	19.4 %	1	2	Québec
2175 : Web designers and developers	Ontario	1	0	0.0 %	34.2 %	0	0	Ontario
2175 : Web designers and developers	Québec	2	0	0.0 %	16.3 %	0	0	Québec
4021 : College and other vocational instructors	Manitoba	1	0	0.0 %	10.7 %	0	0	Manitoba
4021 : College and other vocational instructors	Nova Scotia	1	0	0.0 %	4.1 %	0	0	Nova Scotia
4021 : College and other vocational instructors	Ontario	11	0	0.0 %	22.1 %	2	-2	Ontario
4021 : College and other vocational instructors	Québec	3	0	0.0 %	8.4 %	0	0	Québec
4112 : Lawyers and Quebec notaries	Ontario	2	0	0.0 %	18.7 %	0	0	Ontario
4163 : Business development officers and marketing researchers and consultants	Manitoba	1	0	0.0 %	12.7 %	0	0	Manitoba
4163 : Business development officers and marketing researchers and consultants	Ontario	8	0	0.0 %	31.4 %	3	-3	Ontario
4163 : Business development officers and marketing researchers and consultants	Québec	1	0	0.0 %	14.2 %	0	0	Québec
5125 : Translators, terminologists and interpreters	Québec	1	0	0.0 %	12.3 %	0	0	Québec
04 : Semi-Professionals and Technicians		76	27	35.5 %	24.9 %	19	8	
2211 : Chemical technologists and technicians	Ontario	10	7	70.0 %	38.8 %	4	3	Ontario
2211 : Chemical technologists and technicians	Québec	15	3	20.0 %	19.3 %	3	0	Québec
2232 : Mechanical engineering technologists and technicians	Ontario	1	1	100.0 %	26.2 %	0	1	Ontario

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			Representation		Availability		Gap #	
			#	%	%	#		
2232 : Mechanical engineering technologists and technicians	Québec	6	0	0.0 %	9.0 %	1	-1	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	6	1	16.7 %	30.6 %	2	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	3	0	0.0 %	11.4 %	0	0	Québec
2253 : Drafting technologists and technicians	Ontario	1	1	100.0 %	33.4 %	0	1	Ontario
2253 : Drafting technologists and technicians	Québec	3	1	33.3 %	9.5 %	0	1	Québec
2281 : Computer network technicians	Ontario	1	0	0.0 %	38.7 %	0	0	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	16.5 %	0	0	Québec
2282 : User support technicians	Manitoba	1	0	0.0 %	26.9 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	5.9 %	0	0	New Brunswick
2282 : User support technicians	Nova Scotia	3	1	33.3 %	5.4 %	0	1	Nova Scotia
2282 : User support technicians	Ontario	13	9	69.2 %	38.8 %	5	4	Ontario
2282 : User support technicians	Québec	9	2	22.2 %	20.8 %	2	0	Québec
5241 : Graphic designers and illustrators	Ontario	2	1	50.0 %	28.6 %	1	0	Ontario
05 : Supervisors		63	6	9.5 %	20.5 %	13	-7	
1212 : Supervisors, finance and insurance office workers	Nova Scotia	1	0	0.0 %	2.1 %	0	0	Nova Scotia
1212 : Supervisors, finance and insurance office workers	Ontario	5	1	20.0 %	33.4 %	2	-1	Ontario
1212 : Supervisors, finance and insurance office workers	Québec	2	0	0.0 %	12.7 %	0	0	Québec
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Manitoba	3	0	0.0 %	12.2 %	0	0	Manitoba
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	New Brunswick	3	0	0.0 %	1.9 %	0	0	New Brunswick
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Nova Scotia	2	0	0.0 %	2.1 %	0	0	Nova Scotia
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Nunavut	2	0	0.0 %	0.0 %	0	0	Nunavut
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Ontario	24	4	16.7 %	30.9 %	7	-3	Ontario
1215 : Supervisors, supply chain, tracking and scheduling co-ordination occupations	Québec	12	1	8.3 %	14.2 %	2	-1	Québec

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			Representation #	%	Availability %		
6211 : Retail sales supervisors	Newfoundland and Labrador	1	0	0.0 %	1.6 %	0	Newfoundland and Labrador
6211 : Retail sales supervisors	Nova Scotia	1	0	0.0 %	5.9 %	0	Nova Scotia
6211 : Retail sales supervisors	Ontario	5	0	0.0 %	26.8 %	1	Ontario
06 : Supervisors: Crafts and Trades		334	9	2.7 %	9.3 %	31	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Alberta	11	0	0.0 %	14.2 %	2	Alberta
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	4	0	0.0 %	23.0 %	1	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Manitoba	1	0	0.0 %	5.2 %	0	Manitoba
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Newfoundland and Labrador	1	0	0.0 %	1.9 %	0	Newfoundland and Labrador
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	44	4	9.1 %	15.7 %	7	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Québec	37	0	0.0 %	5.1 %	2	Québec
7301 : Contractors and supervisors, mechanic trades	Alberta	2	0	0.0 %	7.8 %	0	Alberta
7301 : Contractors and supervisors, mechanic trades	British Columbia	1	0	0.0 %	10.2 %	0	British Columbia
7301 : Contractors and supervisors, mechanic trades	Manitoba	13	1	7.7 %	3.6 %	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	New Brunswick	5	0	0.0 %	2.2 %	0	New Brunswick
7301 : Contractors and supervisors, mechanic trades	Newfoundland and Labrador	8	0	0.0 %	0.0 %	0	Newfoundland and Labrador
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	13	0	0.0 %	1.9 %	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Nunavut	5	0	0.0 %	0.0 %	0	Nunavut
7301 : Contractors and supervisors, mechanic trades	Ontario	114	3	2.6 %	14.2 %	16	Ontario
7301 : Contractors and supervisors, mechanic trades	Prince Edward Island	1	0	0.0 %	0.0 %	0	Prince Edward Island
7301 : Contractors and supervisors, mechanic trades	Québec	73	1	1.4 %	3.3 %	2	Québec
7301 : Contractors and supervisors, mechanic trades	Saskatchewan	1	0	0.0 %	2.9 %	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		124	5	4.0 %	16.3 %	20	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	20.6 %	0	Calgary

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			Representation #	%	Availability %			
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	16.9 %	0	Edmonton	
Employment Equity Occupational Group	Greater Sudbury	6	0	0.0 %	2.1 %	0	Greater Sudbury	
Employment Equity Occupational Group	Kingston	1	0	0.0 %	5.4 %	0	Kingston	
Employment Equity Occupational Group	London	3	0	0.0 %	8.8 %	0	London	
Employment Equity Occupational Group	Man. less CMA	2	0	0.0 %	2.4 %	0	Man. less CMA	
Employment Equity Occupational Group	Montréal	33	1	3.0 %	14.6 %	5	-4 Montréal	
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.2 %	0	0 N.B. less CMA	
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	1.5 %	0	0 N.S. less CMA	
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	0	0.0 %	1.1 %	0	0 Nfld.Lab. less CMA	
Employment Equity Occupational Group	Nvt.	2	1	50.0 %	4.1 %	0	1 Nvt.	
Employment Equity Occupational Group	Ont. less CMAs	9	0	0.0 %	1.9 %	0	0 Ont. less CMAs	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.1 %	0	0 Ottawa - Gatineau	
Employment Equity Occupational Group	Que. less CMAs	5	0	0.0 %	0.8 %	0	0 Que. less CMAs	
Employment Equity Occupational Group	Québec	8	0	0.0 %	3.3 %	0	0 Québec	
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.2 %	0	0 Saskatoon	
Employment Equity Occupational Group	St. John's	3	0	0.0 %	2.4 %	0	0 St. John's	
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	2.0 %	0	0 Thunder Bay	
Employment Equity Occupational Group	Toronto	30	3	10.0 %	40.6 %	12	-9 Toronto	
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	1.4 %	0	0 Trois-Rivières	
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	39.9 %	0	0 Vancouver	
Employment Equity Occupational Group	Windsor	1	0	0.0 %	10.5 %	0	0 Windsor	
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	15.9 %	0	0 Winnipeg	
08 : Skilled Sales and Service Personnel		657	32	4.9 %	16.0 %	105	-73	
6221 : Technical sales specialists - wholesale trade	Alberta	8	0	0.0 %	12.9 %	1	-1 Alberta	

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			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	British Columbia	4	0	0.0 %	26.1 %	1	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	44	1	2.3 %	9.9 %	4	-3	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	14	0	0.0 %	2.5 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	20	0	0.0 %	5.0 %	1	-1	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	30	1	3.3 %	2.3 %	1	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Nunavut	1	0	0.0 %	0.0 %	0	0	Nunavut
6221 : Technical sales specialists - wholesale trade	Ontario	298	20	6.7 %	22.8 %	68	-48	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	2	0	0.0 %	16.7 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	214	3	1.4 %	10.9 %	23	-20	Québec
6222 : Retail and wholesale buyers	Nova Scotia	1	0	0.0 %	4.1 %	0	0	Nova Scotia
6222 : Retail and wholesale buyers	Ontario	14	5	35.7 %	30.0 %	4	1	Ontario
6222 : Retail and wholesale buyers	Québec	7	2	28.6 %	10.7 %	1	1	Québec
09 : Skilled Crafts and Trades Workers		2473	109	4.4 %	6.6 %	163	-54	
7233 : Sheet metal workers	Ontario	7	1	14.3 %	8.4 %	1	0	Ontario
7237 : Welders and related machine operators	Manitoba	3	0	0.0 %	26.6 %	1	-1	Manitoba
7237 : Welders and related machine operators	New Brunswick	1	0	0.0 %	0.4 %	0	0	New Brunswick
7237 : Welders and related machine operators	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
7237 : Welders and related machine operators	Nova Scotia	4	0	0.0 %	3.1 %	0	0	Nova Scotia
7237 : Welders and related machine operators	Ontario	93	15	16.1 %	23.9 %	22	-7	Ontario
7237 : Welders and related machine operators	Québec	26	1	3.8 %	6.4 %	2	-1	Québec
7242 : Industrial electricians	Ontario	6	0	0.0 %	15.5 %	1	-1	Ontario
7242 : Industrial electricians	Québec	3	0	0.0 %	5.5 %	0	0	Québec
7251 : Plumbers	Ontario	4	0	0.0 %	9.6 %	0	0	Ontario
7312 : Heavy-duty equipment mechanics	Manitoba	111	5	4.5 %	5.3 %	6	-1	Manitoba

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			#	%	%	#		
7312 : Heavy-duty equipment mechanics	New Brunswick	38	1	2.6 %	0.0 %	0	1	New Brunswick
7312 : Heavy-duty equipment mechanics	Newfoundland and Labrador	80	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
7312 : Heavy-duty equipment mechanics	Nova Scotia	70	2	2.9 %	1.1 %	1	1	Nova Scotia
7312 : Heavy-duty equipment mechanics	Nunavut	39	0	0.0 %	0.0 %	0	0	Nunavut
7312 : Heavy-duty equipment mechanics	Ontario	1031	61	5.9 %	6.6 %	68	-7	Ontario
7312 : Heavy-duty equipment mechanics	Prince Edward Island	6	0	0.0 %	0.0 %	0	0	Prince Edward Island
7312 : Heavy-duty equipment mechanics	Québec	567	10	1.8 %	2.0 %	11	-1	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Alberta	22	1	4.5 %	11.5 %	3	-2	Alberta
7313 : Heating, refrigeration and air conditioning mechanics	British Columbia	13	2	15.4 %	12.0 %	2	0	British Columbia
7313 : Heating, refrigeration and air conditioning mechanics	Manitoba	20	0	0.0 %	14.6 %	3	-3	Manitoba
7313 : Heating, refrigeration and air conditioning mechanics	New Brunswick	10	0	0.0 %	0.0 %	0	0	New Brunswick
7313 : Heating, refrigeration and air conditioning mechanics	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
7313 : Heating, refrigeration and air conditioning mechanics	Nova Scotia	15	0	0.0 %	2.6 %	0	0	Nova Scotia
7313 : Heating, refrigeration and air conditioning mechanics	Ontario	127	5	3.9 %	15.1 %	19	-14	Ontario
7313 : Heating, refrigeration and air conditioning mechanics	Québec	51	0	0.0 %	6.8 %	3	-3	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Saskatchewan	8	0	0.0 %	7.6 %	1	-1	Saskatchewan
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Manitoba	6	0	0.0 %	16.0 %	1	-1	Manitoba
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	5	0	0.0 %	0.9 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Newfoundland and Labrador	2	0	0.0 %	2.0 %	0	0	Newfoundland and Labrador
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nova Scotia	4	0	0.0 %	2.2 %	0	0	Nova Scotia
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nunavut	1	0	0.0 %	0.0 %	0	0	Nunavut
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	60	2	3.3 %	23.3 %	14	-12	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Québec	22	0	0.0 %	7.9 %	2	-2	Québec
7371 : Crane operators	Ontario	1	0	0.0 %	7.6 %	0	0	Ontario

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
9241 : Power engineers and power systems operators	Ontario	13	3	23.1 %	14.3 %	2	1	Ontario
9241 : Power engineers and power systems operators	Québec	1	0	0.0 %	4.8 %	0	0	Québec
10 : Clerical Personnel		756	56	7.4 %	19.3 %	146	-90	
Employment Equity Occupational Group	Barrie	11	1	9.1 %	6.5 %	1	0	Barrie
Employment Equity Occupational Group	Belleville	4	0	0.0 %	3.5 %	0	0	Belleville
Employment Equity Occupational Group	Brantford	2	0	0.0 %	4.9 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	1	0	0.0 %	30.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	21.5 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	15	0	0.0 %	2.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Guelph	2	0	0.0 %	11.1 %	0	0	Guelph
Employment Equity Occupational Group	Hamilton	16	2	12.5 %	12.6 %	2	0	Hamilton
Employment Equity Occupational Group	Kingston	6	0	0.0 %	5.6 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	15	1	6.7 %	13.4 %	2	-1	Kitchener - Cambridge
Employment Equity Occupational Group	London	23	0	0.0 %	11.2 %	3	-3	London
Employment Equity Occupational Group	Man. less CMA	25	1	4.0 %	3.0 %	1	0	Man. less CMA
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.7 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	109	3	2.8 %	20.4 %	22	-19	Montréal
Employment Equity Occupational Group	N.B. less CMA	6	2	33.3 %	1.8 %	0	2	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	39	1	2.6 %	1.9 %	1	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	23	1	4.3 %	0.9 %	0	1	Nfld.Lab. less CMA
Employment Equity Occupational Group	Nvt.	13	0	0.0 %	2.9 %	0	0	Nvt.
Employment Equity Occupational Group	Ont. less CMAs	112	1	0.9 %	1.9 %	2	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	24	1	4.2 %	18.2 %	4	-3	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	3	0	0.0 %	2.0 %	0	0	P.E.I.

Workplace Equity Information Management System - Toromont Industries Ltd.

Workforce Analysis - Detailed Report

Date: 2018-11-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
Employment Equity Occupational Group	Peterborough	6	0	0.0 %	3.5 %	0	Peterborough
Employment Equity Occupational Group	Que. less CMAs	26	0	0.0 %	1.0 %	0	Que. less CMAs
Employment Equity Occupational Group	Québec	31	2	6.5 %	4.1 %	1	Québec
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	6.1 %	0	St. Catharines -
Employment Equity Occupational Group	St. John's	9	0	0.0 %	2.9 %	0	St. John's
Employment Equity Occupational Group	Thunder Bay	5	0	0.0 %	2.3 %	0	Thunder Bay
Employment Equity Occupational Group	Toronto	182	39	21.4 %	52.2 %	95	-56 Toronto
Employment Equity Occupational Group	Trois-Rivières	6	0	0.0 %	3.1 %	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	46.7 %	1	-1 Vancouver
Employment Equity Occupational Group	Windsor	3	0	0.0 %	11.4 %	0	Windsor
Employment Equity Occupational Group	Winnipeg	31	1	3.2 %	23.3 %	7	-6 Winnipeg
11 : Intermediate Sales and Service Personnel		179	10	5.6 %	21.8 %	39	-29
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	32.9 %	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	4	0	0.0 %	4.0 %	0	Greater Sudbury
Employment Equity Occupational Group	Hamilton	5	1	20.0 %	19.8 %	1	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	18.2 %	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	15.5 %	1	-1 London
Employment Equity Occupational Group	Man. less CMA	4	0	0.0 %	5.5 %	0	Man. less CMA
Employment Equity Occupational Group	Moncton	1	0	0.0 %	5.1 %	0	Moncton
Employment Equity Occupational Group	Montréal	53	2	3.8 %	26.6 %	14	-12 Montréal
Employment Equity Occupational Group	N.B. less CMA	4	0	0.0 %	2.4 %	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	11	0	0.0 %	2.6 %	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	4	0	0.0 %	1.0 %	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	3.2 %	0	Ont. less CMAs

Workplace Equity Information Management System - Toromont Industries Ltd.

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Date: 2018-11-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
Employment Equity Occupational Group	Ottawa - Gatineau	7	0	0.0 %	25.9 %	2	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	4.9 %	0	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	10	0	0.0 %	1.5 %	0	Que. less CMAs
Employment Equity Occupational Group	Québec	22	0	0.0 %	6.4 %	1	Québec
Employment Equity Occupational Group	St. John's	1	0	0.0 %	4.8 %	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	5.0 %	0	Thunder Bay
Employment Equity Occupational Group	Toronto	30	7	23.3 %	54.7 %	16	Toronto
Employment Equity Occupational Group	Trois-Rivières	3	0	0.0 %	3.1 %	0	Trois-Rivières
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	31.4 %	2	Winnipeg
12 : Semi-Skilled Manual Workers		463	28	6.0 %	23.7 %	110	
Employment Equity Occupational Group	Barrie	10	0	0.0 %	9.7 %	1	Barrie
Employment Equity Occupational Group	Belleville	3	0	0.0 %	3.0 %	0	Belleville
Employment Equity Occupational Group	Brantford	2	0	0.0 %	9.8 %	0	Brantford
Employment Equity Occupational Group	Greater Sudbury	16	0	0.0 %	1.0 %	0	Greater Sudbury
Employment Equity Occupational Group	Guelph	1	0	0.0 %	30.8 %	0	Guelph
Employment Equity Occupational Group	Halifax	1	0	0.0 %	9.3 %	0	Halifax
Employment Equity Occupational Group	Hamilton	10	1	10.0 %	19.6 %	2	Hamilton
Employment Equity Occupational Group	Kingston	2	0	0.0 %	3.3 %	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	18	0	0.0 %	21.4 %	4	Kitchener - Cambridge
Employment Equity Occupational Group	London	10	0	0.0 %	14.3 %	1	London
Employment Equity Occupational Group	Man. less CMA	11	1	9.1 %	7.0 %	1	Man. less CMA
Employment Equity Occupational Group	Moncton	2	0	0.0 %	4.2 %	0	Moncton
Employment Equity Occupational Group	Montréal	59	4	6.8 %	26.1 %	15	Montréal
Employment Equity Occupational Group	N.B. less CMA	7	0	0.0 %	1.8 %	0	N.B. less CMA

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
Employment Equity Occupational Group	N.S. less CMA	17	1	5.9 %	1.6 %	0	1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	22	2	9.1 %	0.4 %	0	2	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	39	0	0.0 %	2.3 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	14	0	0.0 %	20.4 %	3	-3	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	4	0	0.0 %	3.2 %	0	0	P.E.I.
Employment Equity Occupational Group	Peterborough	5	0	0.0 %	2.3 %	0	0	Peterborough
Employment Equity Occupational Group	Que. less CMAs	28	0	0.0 %	1.2 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	23	0	0.0 %	3.9 %	1	-1	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	2.6 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	9.6 %	0	0	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	5	0	0.0 %	1.7 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	12	0	0.0 %	2.2 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	111	18	16.2 %	62.9 %	70	-52	Toronto
Employment Equity Occupational Group	Trois-Rivières	4	0	0.0 %	2.3 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Windsor	4	0	0.0 %	17.5 %	1	-1	Windsor
Employment Equity Occupational Group	Winnipeg	19	1	5.3 %	38.2 %	7	-6	Winnipeg
13 : Other Sales and Service Personnel		3	0	0.0 %	15.3 %	0	0	
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	3.3 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	3.3 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	39.4 %	0	0	Winnipeg
14 : Other Manual Workers		34	4	11.8 %	28.3 %	10	-6	
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	1.6 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	18.8 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	20.0 %	0	0	Kitchener - Cambridge - Waterloo

Workplace Equity Information Management System - Toromont Industries Ltd.

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Availability #	Gap #	Recruitment Area
			Representation #	%	%			
Employment Equity Occupational Group	Montréal	2	0	0.0 %	27.1 %	1	-1	Montréal
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	2.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	0.2 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	8	0	0.0 %	2.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	13.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	5.6 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	4.6 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	14	4	28.6 %	56.3 %	8	-4	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	29.6 %	0	0	Winnipeg
Total		5847	359	6.1 %	13.8 %	807	-448	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workforce Analysis - Detailed Report

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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
01/02 : Managers	National	395	7	1.8 %	5.0 %	20	-13	National
03 : Professionals	National	290	1	0.3 %	8.9 %	26	-25	National
04 : Semi-Professionals and Technicians	National	76	1	1.3 %	7.6 %	6	-5	National
05 : Supervisors	National	63	3	4.8 %	27.5 %	17	-14	National
06 : Supervisors: Crafts and Trades	National	334	4	1.2 %	10.1 %	34	-30	National
07 : Administrative and Senior Clerical Personnel	National	124	3	2.4 %	10.0 %	12	-9	National
08 : Skilled Sales and Service Personnel	National	657	7	1.1 %	8.0 %	53	-46	National
09 : Skilled Crafts and Trades Workers	National	2473	29	1.2 %	7.8 %	193	-164	National
10 : Clerical Personnel	National	756	10	1.3 %	9.3 %	70	-60	National
11 : Intermediate Sales and Service Personnel	National	179	4	2.2 %	10.8 %	19	-15	National
12 : Semi-Skilled Manual Workers	National	463	9	1.9 %	10.3 %	48	-39	National
13 : Other Sales and Service Personnel	National	3	1	33.3 %	10.7 %	0	1	National
14 : Other Manual Workers	National	34	0	0.0 %	6.8 %	2	-2	National
Total		5847	79	1.4 %	8.6 %	500	-421	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-11-30

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Most of our workforce requires skilled knowledge of the heavy equipment industry, the construction industry or mining, and thus the skills and knowledge are not readily accessible and/or transferable in all parts of Canada. Often, knowledge is gained on the job and/or working in specific sectors, or requires years of training. In some cases, (Admin, HR, perhaps marketing, or semi-skilled labour (ie. warehouse) the skills are more generic, easily transferable, and location independent. In some cases, we will hire at the provincial level, as roles may have responsibility for a region. For senior management we will look for candidates across Canada, and relocation is often an option.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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WFA Defaults - Persons with Disabilities

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

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Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	50	5	10.0 %	14.1 %	7	-2
02 : Middle and Other Managers	345	70	20.3 %	40.5 %	140	-70
03 : Professionals	290	88	30.3 %	33.2 %	96	-8
04 : Semi-Professionals and Technicians	76	17	22.4 %	31.3 %	24	-7
05 : Supervisors	63	10	15.9 %	40.0 %	25	-15
06 : Supervisors: Crafts and Trades	334	13	3.9 %	5.9 %	20	-7
07 : Administrative and Senior Clerical Personnel	124	98	79.0 %	81.8 %	101	-3
08 : Skilled Sales and Service Personnel	657	47	7.2 %	29.1 %	191	-144
09 : Skilled Crafts and Trades Workers	2473	20	0.8 %	1.5 %	37	-17
10 : Clerical Personnel	756	293	38.8 %	68.1 %	515	-222
11 : Intermediate Sales and Service Personnel	179	87	48.6 %	66.7 %	119	-32
12 : Semi-Skilled Manual Workers	463	25	5.4 %	17.1 %	79	-54
13 : Other Sales and Service Personnel	3	0	0.0 %	59.4 %	2	-2
14 : Other Manual Workers	34	0	0.0 %	23.7 %	8	-8
Total	5847	773	13.2 %	23.3 %	1364	-591

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Toromont Industries Ltd.

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Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	50	0	0.0 %	1.7 %	1	-1
02 : Middle and Other Managers	345	3	0.9 %	2.4 %	8	-5
03 : Professionals	290	2	0.7 %	1.2 %	3	-1
04 : Semi-Professionals and Technicians	76	0	0.0 %	1.7 %	1	-1
05 : Supervisors	63	1	1.6 %	4.3 %	3	-2
06 : Supervisors: Crafts and Trades	334	5	1.5 %	4.5 %	15	-10
07 : Administrative and Senior Clerical Personnel	124	2	1.6 %	4.1 %	5	-3
08 : Skilled Sales and Service Personnel	657	8	1.2 %	1.8 %	12	-4
09 : Skilled Crafts and Trades Workers	2473	57	2.3 %	5.5 %	136	-79
10 : Clerical Personnel	756	15	2.0 %	5.6 %	42	-27
11 : Intermediate Sales and Service Personnel	179	2	1.1 %	3.3 %	6	-4
12 : Semi-Skilled Manual Workers	463	7	1.5 %	4.0 %	19	-12
13 : Other Sales and Service Personnel	3	0	0.0 %	9.5 %	0	0
14 : Other Manual Workers	34	4	11.8 %	4.9 %	2	2
Total	5847	106	1.8 %	4.3 %	253	-147

Total may not equal sum of components due to rounding.

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Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	50	1	2.0 %	9.3 %	5	-4
02 : Middle and Other Managers	345	20	5.8 %	17.4 %	60	-40
03 : Professionals	290	52	17.9 %	29.5 %	86	-34
04 : Semi-Professionals and Technicians	76	27	35.5 %	24.9 %	19	8
05 : Supervisors	63	6	9.5 %	20.5 %	13	-7
06 : Supervisors: Crafts and Trades	334	9	2.7 %	9.3 %	31	-22
07 : Administrative and Senior Clerical Personnel	124	5	4.0 %	16.3 %	20	-15
08 : Skilled Sales and Service Personnel	657	32	4.9 %	16.0 %	105	-73
09 : Skilled Crafts and Trades Workers	2473	109	4.4 %	6.6 %	163	-54
10 : Clerical Personnel	756	56	7.4 %	19.3 %	146	-90
11 : Intermediate Sales and Service Personnel	179	10	5.6 %	21.8 %	39	-29
12 : Semi-Skilled Manual Workers	463	28	6.0 %	23.7 %	110	-82
13 : Other Sales and Service Personnel	3	0	0.0 %	15.3 %	0	0
14 : Other Manual Workers	34	4	11.8 %	28.3 %	10	-6
Total	5847	359	6.1 %	13.8 %	807	-448

Total may not equal sum of components due to rounding.

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Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	395	7	1.8 %	5.0 %	20	-13
03 : Professionals	290	1	0.3 %	8.9 %	26	-25
04 : Semi-Professionals and Technicians	76	1	1.3 %	7.6 %	6	-5
05 : Supervisors	63	3	4.8 %	27.5 %	17	-14
06 : Supervisors: Crafts and Trades	334	4	1.2 %	10.1 %	34	-30
07 : Administrative and Senior Clerical Personnel	124	3	2.4 %	10.0 %	12	-9
08 : Skilled Sales and Service Personnel	657	7	1.1 %	8.0 %	53	-46
09 : Skilled Crafts and Trades Workers	2473	29	1.2 %	7.8 %	193	-164
10 : Clerical Personnel	756	10	1.3 %	9.3 %	70	-60
11 : Intermediate Sales and Service Personnel	179	4	2.2 %	10.8 %	19	-15
12 : Semi-Skilled Manual Workers	463	9	1.9 %	10.3 %	48	-39
13 : Other Sales and Service Personnel	3	1	33.3 %	10.7 %	0	1
14 : Other Manual Workers	34	0	0.0 %	6.8 %	2	-2
Total	5847	79	1.4 %	8.6 %	500	-421

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-11-30

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Most of our workforce requires skilled knowledge of the heavy equipment industry, the construction industry or mining, and thus the skills and knowledge are not readily accessible and/or transferable in all parts of Canada. Often, knowledge is gained on the job and/or working in specific sectors, or requires years of training. In some cases, (Admin, HR, perhaps marketing, or semi-skilled labour (ie. warehouse) the skills are more generic, easily transferable, and location independent. In some cases, we will hire at the provincial level, as roles may have responsibility for a region. For senior management we will look for candidates across Canada, and relocation is often an option.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Toromont Industries

[Date: 2018-11-30]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	30

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Women	
		Representation	Availability*
		#	#
01 Senior Managers	50	5	14.1
02 Middle & Other Managers	345	70	40.5
03 Professionals	290	88	33.2
04 Semi-Professionals & Technicians	76	17	31.3
05 Supervisors	63	10	40.0
06 Supervisors: Crafts & Trades	334	13	5.9
07 Administrative & Senior Clerical Personnel	124	98	81.8
08 Skilled Sales & Service Personnel	657	47	29.1
09 Skilled Crafts & Trades Workers	2,473	20	1.5
10 Clerical Personnel	756	293	68.1
11 Intermediate Sales & Service Personnel	179	87	66.7
12 Semi-Skilled Manual Workers	463	25	17.1
13 Other Sales & Service Personnel	3	0	59.4
14 Other Manual Workers	34	0	23.7
Total	5,847	773	23.3

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Women	
		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
Total	0	0	0.0

*** Source:**
2006 Census of Canada

*** Source:**

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toromont Industries

[Date: 2018-11-30]

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toromont Industries

[Date: 2018-11-30]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Toromont Industries

[Date: 2018-11-30]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Toromont Industries

[Date: 2018-11-30]

Data for First/Previous Goals

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

Table 1: Women

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees													Women						
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	50	-100.0%	3.0%	3.0%	5	0.0%	3.0%	5	10	5	3.0%	0	3	2	15.0%	14.1%	-2	-1	10.0%	12.7%
02 Middle & Other Managers	345	-100.0%	10.0%	10.0%	104	0.0%	6.0%	62	166	70	6.0%	13	125	42	25.0%	40.5%	-70	-83	20.3%	22.0%
03 Professionals	290	-100.0%	5.0%	5.0%	44	0.0%	6.0%	52	96	88	6.0%	16	39	34	35.0%	33.2%	-8	-5	30.3%	31.7%
04 Semi-Professionals & Tech	76	-100.0%	6.0%	6.0%	14	0.0%	6.0%	14	28	17	6.0%	3	14	8	30.0%	31.3%	-7	-6	22.4%	24.4%
05 Supervisors	63	-100.0%	10.0%	10.0%	19	0.0%	6.0%	11	30	10	6.0%	2	25	8	25.0%	40.0%	-15	-17	15.9%	19.5%
06 Supervisors: Crafts & Trades	334	-100.0%	10.0%	10.0%	100	0.0%	6.0%	60	160	13	6.0%	2	15	8	5.0%	5.9%	-7	-7	3.9%	4.4%
07 Administrative & Sr Clerical	124	-100.0%	5.0%	5.0%	19	0.0%	3.5%	13	32	98	3.5%	10	29	16	50.0%	81.8%	-3	-13	79.0%	72.7%
08 Skilled Sales & Service	657	-100.0%	10.0%	10.0%	197	0.0%	3.5%	69	266	47	3.5%	5	207	27	10.0%	29.1%	-144	-180	7.2%	8.1%
09 Skilled Crafts & Trades	2,473	-100.0%	10.0%	10.0%	742	0.0%	3.5%	260	1,002	20	3.5%	2	30	10	1.0%	1.5%	-17	-20	0.8%	0.9%
10 Clerical Personnel	756	-100.0%	2.5%	2.5%	57	0.0%	3.5%	79	136	293	3.5%	31	292	68	50.0%	68.1%	-222	-224	38.8%	40.6%
11 Intermediate Sales & Service	179	-100.0%	5.0%	5.0%	27	0.0%	3.5%	19	46	87	3.5%	9	59	16	35.0%	66.7%	-32	-43	48.6%	45.6%
12 Semi-Skilled Manual	463	-100.0%	10.0%	10.0%	139	0.0%	3.5%	49	188	25	3.5%	3	81	19	10.0%	17.1%	-54	-62	5.4%	6.8%
13 Other Sales & Service	3	-100.0%	5.0%	5.0%	0	0.0%	3.5%	0	0	0	3.5%	0	2	0	15.0%	59.4%	-2	-2	0.0%	0.0%
14 Other Manual Workers	34	-100.0%	7.5%	7.5%	8	0.0%	3.5%	4	12	0	3.5%	0	10	3	25.0%	23.7%	-8	-7	0.0%	7.1%
Total	5,847	-100.0%	6.5%	6.5%	1,140	0.0%	3.2%	561	1,701	773	3.2%	74	929	258	15.2%	23.3%	-589	-671	13.2%	13.7%

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	2	15.0	2	15.0	We are expecting 2 senior leaders to retire in the next 2-3 years. This creates opportunity for improvement of our EE position at this level, however we currently have only 1 internal VP candidate that is female. The 2nd candidate will need to come from outside, and it depends on suitability to our industry.
02 Middle & Other Managers	42	40.5	67	40.5	It would be very challenging for us to double our representation in the next three years to meet availability given the current low employment rate, low turnover rate, and lack of industrial skills. We would need to continue to work towards this goal into the longer terms window.
03 Professionals	34	35.0	34	35.0	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
04 Semi-Professionals & Tech	8	31.3	9	31.3	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
05 Supervisors	8	40.0	12	40.0	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
06 Supervisors: Crafts & Trades	8	5.9	9	5.9	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
07 Administrative & Sr Clerical	16	50.0	16	50.0	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
08 Skilled Sales & Service	27	29.1	77	29.1	This EEOG also requires industry specific knowledge and technical skills. The availability numbers may not take into account specifically the heavy equipment industry. We will need to work towards this goal over the long term.
09 Skilled Crafts & Trades	10	1.5	15	1.5	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
10 Clerical Personnel	68	50.0	68	50.0	Although there are many females that fall into this EEOG, driving high availability, they may not be interested in working in an industrial, construction based environment. We will need to continue to market to these groups. Further, this is where automation and better systems will suggest growth will not be as high as our other EEOG's therefore less opportunity. See efforts tab for list of activities to improve representation in this area.

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Federal Contractors Program Achievement Report

Part 3: Goals

Toromont Industries

[Date: 2018-11-30]

11	Intermediate Sales & Service	16	50.0	23	50.0	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
12	Semi-Skilled Manual	19	17.1	32	17.1	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
13	Other Sales & Service	0	50.0	0	50.0	We currently outsource this group (cleaning services) and do not see an opportunity to increase in this area. Retirement or termination would create opportunity, but currently the numbers are so low.
14	Other Manual Workers	3	25.0	3	25.0	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
Total		258	15.2	367	21.6	

Federal Contractors Program Achievement Report

Part 3: Goals

Toromont Industries

[Date: 2018-11-30]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees											Aboriginal Peoples									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Actual		Projected	From - To						YYYY - YYYY	
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021									
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01 Senior Managers	50	-100.0%	1.0%	2	0.0%	3.0%	5	7	3.0%	0	1	1	20.0%	1.7%	-1	0	0.0%	1.9%			
02 Middle & Other Managers	345	-100.0%	3.0%	31	0.0%	6.0%	62	93	6.0%	3	7	2	2.5%	2.4%	-5	-5	0.9%	1.1%			
03 Professionals	290	-100.0%	5.0%	44	0.0%	6.0%	52	96	6.0%	2	2	3	3.0%	1.2%	-1	1	0.7%	1.5%			
04 Semi-Professionals & Tech	76	-100.0%	5.0%	11	0.0%	6.0%	14	25	6.0%	0	1	2	7.5%	1.7%	-1	1	0.0%	2.3%			
05 Supervisors	63	-100.0%	10.0%	19	0.0%	6.0%	11	30	6.0%	1	3	2	5.0%	4.3%	-2	-1	1.6%	3.7%			
06 Supervisors: Crafts & Trades	334	-100.0%	10.0%	100	0.0%	6.0%	60	160	6.0%	5	16	4	2.5%	4.5%	-10	-12	1.5%	1.8%			
07 Administrative & Sr Clerical	124	-100.0%	5.0%	19	0.0%	3.5%	13	32	3.5%	2	4	2	5.0%	4.1%	-3	-2	1.6%	2.8%			
08 Skilled Sales & Service	657	-100.0%	10.0%	197	0.0%	3.5%	69	266	3.5%	8	8	5	2.0%	1.8%	-4	-3	1.2%	1.4%			
09 Skilled Crafts & Trades	2,473	-100.0%	10.0%	742	0.0%	3.5%	260	1,002	3.5%	6	126	23	2.3%	5.5%	-79	-103	2.3%	2.3%			
10 Clerical Personnel	756	-100.0%	5.0%	113	0.0%	3.5%	79	192	3.5%	2	36	10	5.0%	5.6%	-27	-26	2.0%	2.6%			
11 Intermediate Sales & Service	179	-100.0%	5.0%	27	0.0%	3.5%	19	46	3.5%	2	5	2	5.0%	3.3%	-4	-3	1.1%	1.9%			
12 Semi-Skilled Manual	463	-100.0%	10.0%	139	0.0%	3.5%	49	188	3.5%	1	18	5	2.5%	4.0%	-12	-13	1.5%	1.8%			
13 Other Sales & Service	3	-100.0%	5.0%	0	0.0%	3.5%	0	0	3.5%	0	0	0	10.0%	9.5%	0	0	0.0%	0.0%			
14 Other Manual Workers	34	-100.0%	7.5%	8	0.0%	3.5%	4	12	3.5%	4	-2	0	1.0%	4.9%	2	2	11.8%	9.5%			
Total	5,847	-100.0%	6.5%	1,140	0.0%	3.2%	561	1,701	3.2%	106	204	61	3.6%	4.3%	-145	-143	1.8%	2.2%			

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	1.7	1	1.7	We will continue to attempt to hire based on employment realistic availabilities in this sub-segment of the EEOG, in order to maintain representation.
02 Middle & Other Managers	2	2.4	2	2.4	Because we promote these individuals from within, we will need to increase these numbers at lower levels within our organization, due to specialized knowledge required. See efforts tab for initiatives to assist recruiting and internal promotion in this area.
03 Professionals	3	1.2	1	1.2	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
04 Semi-Professionals & Tech	2	1.7	1	1.7	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
05 Supervisors	2	4.3	1	4.3	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
06 Supervisors: Crafts & Trades	4	4.5	6	4.5	Front line supervisors are often promoted from our high potential technician groups. Therefore, we need to ensure we are hiring more aboriginals into the skilled trades, which is also a risk as shown below.
07 Administrative & Sr Clerical	2	4.1	1	4.1	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
08 Skilled Sales & Service	5	1.8	5	1.8	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
09 Skilled Crafts & Trades	23	5.5	35	5.5	We have scholarship opportunities to encourage development of heavy equipment skills. See Efforts Tab for more info on how we can meet this target in the longer term.
10 Clerical Personnel	10	5.6	11	5.6	We will continue to use outreach programs in order to target more candidates in this EEOG but will not be able to meet this target in the short term.
11 Intermediate Sales & Service	2	3.3	2	3.3	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.
12 Semi-Skilled Manual	5	4.0	8	4.0	Education skills are a challenge in terms of finding qualified applicants. See efforts tab for more details.
13 Other Sales & Service					[REMOVED BECAUSE THERE IS NO GAP IDENTIFIED IN COLUMN R ABOVE, THEREFORE, NO NEED TO SET GOALS]

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14	Other Manual Workers					REMOVED BECAUSE THERE IS NO GAP IDENTIFIED IN COLUMN R ABOVE, THEREFORE, NO NEED TO SET GOALS
Total		61	3.6	74	4.3	We will continue to attempt to hire based on realistic employment availabilities in this sub-segment of the EEOG, in order to maintain representation.

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Data for First/Previous Goals

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

Table 5: Persons with Disabilities

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																		
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Number	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Number		Turnover (Replacement of Terminated Employees)			From - To								
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	2018	2021								
		2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021							
		#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	%	%		
01/02 Managers	395	-100.0%	2.0%	2.0%	24	0.0%	1.0%	12	36	7	1.0%	0	14	1	2.5%	5.0%	-13	-13	1.8%	1.9%
03 Professionals	290	-100.0%	5.0%	5.0%	44	0.0%	6.0%	52	96	1	6.0%	0	29	5	5.0%	8.9%	-25	-24	0.3%	1.8%
04 Semi-Professionals & Tech	76	-100.0%	5.0%	5.0%	11	0.0%	6.0%	14	25	1	6.0%	0	6	3	10.0%	7.6%	-5	-3	1.3%	4.6%
05 Supervisors	63	-100.0%	10.0%	10.0%	19	0.0%	6.0%	11	30	3	6.0%	1	21	3	10.0%	27.5%	-14	-18	4.8%	6.1%
06 Supervisors: Crafts & Trades	334	-100.0%	10.0%	10.0%	100	0.0%	6.0%	60	160	4	6.0%	1	41	8	5.0%	10.1%	-30	-33	1.2%	2.5%
07 Administrative & Sr Clerical	124	-100.0%	5.0%	5.0%	19	0.0%	3.5%	13	32	3	3.5%	0	11	3	10.0%	10.0%	-9	-8	2.4%	4.2%
08 Skilled Sales & Service	657	-100.0%	10.0%	10.0%	197	0.0%	3.5%	69	266	7	3.5%	1	62	7	2.5%	8.0%	-46	-55	1.1%	1.5%
09 Skilled Crafts & Trades	2,473	-100.0%	10.0%	10.0%	742	0.0%	3.5%	260	1,002	29	3.5%	3	225	15	1.5%	7.8%	-164	-210	1.2%	1.3%
10 Clerical Personnel	756	-100.0%	5.0%	5.0%	113	0.0%	3.5%	79	192	10	3.5%	1	72	19	10.0%	9.3%	-60	-53	1.3%	3.2%
11 Intermediate Sales & Service	179	-100.0%	5.0%	5.0%	27	0.0%	3.5%	19	46	4	3.5%	0	18	2	5.0%	10.8%	-15	-16	2.2%	2.9%
12 Semi-Skilled Manual	463	-100.0%	10.0%	10.0%	139	0.0%	3.5%	49	188	9	3.5%	1	54	9	5.0%	10.3%	-39	-45	1.9%	2.8%
13 Other Sales & Service	3	-100.0%	5.0%	5.0%	0	0.0%	3.5%	0	0	1	3.5%	0	-1	0	10.0%	10.7%	1	1	33.3%	33.3%
14 Other Manual Workers	34	-100.0%	7.5%	7.5%	8	0.0%	3.5%	4	12	0	3.5%	0	3	1	10.0%	6.8%	-2	-2	0.0%	2.4%
Total	5,847	-100.0%	6.5%	6.5%	1,140	0.0%	3.2%	561	1,701	79	3.2%	8	530	76	4.5%	8.6%	-424	-454	1.4%	2.1%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	1	5.0	2	5.0	Senior and middle managers are generally promoted from within, and thus we need to increase internal pipeline by hiring greater numbers of disabled persons at lower levels. Additional focus in this area necessary. Senior level roles generally require substantial travel, as we have over 80 locations across Canada, so physical disabilities would be challenging to manage.
03 Professionals	5	8.9	9	8.9	Professional level roles generally require substantial technical, and intellectual capability and cognitive processing. Therefore, it is a challenge as individuals with cognitive impairments would be naturally limited. We continue to improve technologies which enable accommodations in many professional roles where physical impairments, vs. cognitive impairments are the disabling factor.
04 Semi-Professionals & Tech	3	10.0	3	10.0	Although we are able to meet the requirement in this category, it is challenging due to the highly physically demanding, high risk nature of the work done by our technical teams. Candidates must be able to work in rough environments, work around dangerous equipment, and think quickly in response to hazards. It becomes a safety factor. Opportunities here improve with newer technologies, but currently are still limited.
05 Supervisors	3	27.5	8	27.5	Such a large component of our operation is geared around our equipment, technical sales and technical services. All operational leaders will need to engage in this type of environment, where disabilities pose a safety hazard. However, we will continue to seek accommodations where possible. Opportunities for disabled leaders in supervision largely remain in the office environment.
06 Supervisors: Crafts & Trades	8	10.1	16	10.1	Service supervisor are exposed to the same hazards as the technicians, thus physical and cognitive impairments become limiting factors. We want our supervisors 'on the floor' and 'in the field' on Customer sites, thus the same limitations apply from a safety perspective.
07 Administrative & Sr Clerical	3	10.0	3	10.0	With improved technologies in terms of data processing, voice recognition, and remote access to our office systems, we continue to improve our ability to accommodate disabilities in our clerical environment. The challenge here, however, is that as technologies improve, some of these roles will be displaced over time.

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08	Skilled Sales & Service	7	8.0	21	8.0	Such a large component of our operation is geared around our equipment, technical sales and technical services. All operational leaders will need to engage in this type of environment, where disabilities pose a safety hazard. However, we will continue to seek accommodations where possible. Opportunities for disabled leaders in supervision largely remain in the office environment.
09	Skilled Crafts & Trades	15	7.8	29	7.8	In this category safety is a key factor. It is challenging to meet the 'availability' due to the highly physically demanding, high risk nature of the work done by our technical teams. Candidates must be able to work in rough environments, inclement weather, work around dangerous equipment, and think quickly in response to hazards. It becomes a safety factor. Opportunities here improve with newer technologies, but currently are still limited.
10	Clerical Personnel	19	10.0	20	10.0	With improved technologies in terms of data processing, voice recognition, and remote access to our office systems, we continue to improve our ability to accommodate disabilities in our clerical environment. The challenge here, however, is that as technologies improve, some of these roles will be displaced over time.
11	Intermediate Sales & Service	2	10.8	5	10.8	Such a large component of our operation is geared around our equipment, technical sales and technical services. All sales and service team members will need to engage in this type of environment, where disabilities pose a safety hazard. However, we will continue to seek accommodations where possible. Opportunities for disabled individuals may exist in the inside sales roles we have, largely in the office environment.
12	Semi-Skilled Manual	9	10.3	19	10.3	In this category safety is a key factor. It is challenging to meet the 'availability' due to the highly physically demanding, high risk nature of the work done by our technical teams. Candidates must be able to work in rough environments, inclement weather, work around dangerous equipment, and think quickly in response to hazards. It becomes a safety factor. Opportunities here improve with newer technologies, but currently are still limited.
13	Other Sales & Service					I REMOVED BECAUSE THERE IS NO GAP IDENTIFIED IN COLUMN R ABOVE, THEREFORE, NO NEED TO SET GOALS
14	Other Manual Workers	1	10.0	1	10.0	We will continue to attempt to hire based on realistic employment availabilities in this sub-segement of the EEOG, in order to maintain representation.
Total		76	4.5	136	4.3	

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To							
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	50	-100.0%	1.0%	2	0.0%	3.0%	5	7	1	3.0%	0	4	1	10.0%	9.3%	-4	-3	2.0%	3.8%	
02 Middle & Other Managers	345	-100.0%	3.0%	31	0.0%	6.0%	62	93	20	6.0%	4	49	9	10.0%	17.4%	-40	-40	5.8%	6.6%	
03 Professionals	290	-100.0%	5.0%	44	0.0%	6.0%	52	96	52	6.0%	9	56	24	25.0%	29.5%	-34	-32	17.9%	20.1%	
04 Semi-Professionals & Tech	76	-100.0%	5.0%	11	0.0%	6.0%	14	25	27	6.0%	5	0	6	25.0%	24.9%	8	6	35.5%	32.2%	
05 Supervisors	63	-100.0%	10.0%	19	0.0%	6.0%	11	30	6	6.0%	1	12	5	15.0%	20.5%	-7	-7	9.5%	12.2%	
06 Supervisors: Crafts & Trades	334	-100.0%	10.0%	100	0.0%	6.0%	60	160	9	6.0%	2	33	12	7.5%	9.3%	-22	-21	2.7%	4.4%	
07 Administrative & Sr Clerical	124	-100.0%	5.0%	19	0.0%	3.5%	13	32	5	3.5%	1	19	6	20.0%	16.3%	-15	-13	4.0%	7.0%	
08 Skilled Sales & Service	657	-100.0%	10.0%	197	0.0%	3.5%	69	266	32	3.5%	3	108	27	10.0%	16.0%	-73	-81	4.9%	6.6%	
09 Skilled Crafts & Trades	2,473	-100.0%	10.0%	742	0.0%	3.5%	260	1,002	109	3.5%	11	114	20	2.0%	6.6%	-54	-94	4.4%	3.7%	
10 Clerical Personnel	756	-100.0%	5.0%	113	0.0%	3.5%	79	192	56	3.5%	6	118	38	20.0%	19.3%	-90	-80	7.4%	10.1%	
11 Intermediate Sales & Service	179	-100.0%	5.0%	27	0.0%	3.5%	19	46	10	3.5%	1	36	7	15.0%	21.8%	-29	-29	5.6%	7.8%	
12 Semi-Skilled Manual	463	-100.0%	10.0%	139	0.0%	3.5%	49	188	28	3.5%	3	118	28	15.0%	23.7%	-82	-90	6.0%	8.8%	
13 Other Sales & Service	3	-100.0%	5.0%	0	0.0%	3.5%	0	0	0	3.5%	0	0	0	15.0%	15.3%	0	0	0.0%	0.0%	
14 Other Manual Workers	34	-100.0%	7.5%	8	0.0%	3.5%	4	12	4	3.5%	0	8	2	15.0%	28.3%	-6	-6	11.8%	14.3%	
Total	5,847	-100.0%	6.5%	1,140	0.0%	3.2%	561	1,701	359	3.2%	34	639	185	10.9%	13.8%	-448	-454	6.1%	7.3%	

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	10.0	1	9.3	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.
02 Middle & Other Managers	9	17.4	16	17.4	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.
03 Professionals	24	29.5	28	29.5	This is an area where, although we have large gaps, there are large numbers of visible minorities in professional roles (engineering, IT, etc) such that although aggressive, we can achieve this by promoting from within, and hiring from outside.
04 Semi-Professionals & Tech					REMOVED BECAUSE THERE IS NO GAP IDENTIFIED IN COLUMN R ABOVE, THEREFORE, NO NEED TO SET GOALS
05 Supervisors	5	20.5	6	20.5	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.
06 Supervisors: Crafts & Trades	12	9.3	15	9.3	In this group, we generally promote from high potential technicians, and need to increase concentration of visible minorities, and focusing on developing their leadership potential.
07 Administrative & Sr Clerical	6	20.0	5	16.3	This is an area where, although we have large gaps, there are large numbers of visible minorities in administrative roles (ie. accounting, help desk staff, Human Resources) such that although aggressive, we can achieve this by promoting from within, and hiring from outside.
08 Skilled Sales & Service	27	16.0	43	16.0	In this group, we generally promote from high potential technicians, and need to increase concentration of visible minorities, and focusing on developing their leadership potential.
09 Skilled Crafts & Trades	20	6.6	66	6.6	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.

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10	Clerical Personnel	38	20.0	37	19.3	This is an area where, although we have large gaps, there are large numbers of visible minorities in clerical roles (i.e. office admin, reception, etc) such that although aggressive, we can achieve this by promoting from within, and hiring from outside.
11	Intermediate Sales & Service	7	21.8	10	21.8	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.
12	Semi-Skilled Manual	28	23.7	45	23.7	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.
13	Other Sales & Service					(REMOVED BECAUSE THERE IS NO GAP IDENTIFIED IN COLUMN R ABOVE, THEREFORE, NO NEED TO SET GOALS)
14	Other Manual Workers	2	28.3	3	28.3	See efforts tab for identified strategies to improve recruiting and promotion within designated groups.
Total		185	10.9	275	6.9	

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Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

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

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

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

Table 10: Women

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

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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

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

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

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

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Toromont Industries

[Date: 2018-11-30]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

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

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

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

Table 14: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Toromont Industries

[Date: 2018-11-30]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

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

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

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

Table 16: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 4: Results - Women

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	50	5	10.0	14.1	7	-2	70.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	345	70	20.3	40.5	140	-70	50.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	290	88	30.3	33.2	96	-8	91.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	76	17	22.4	31.3	24	-7	71.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	63	10	15.9	40.0	25	-15	39.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	334	13	3.9	5.9	20	-7	66.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	2	0.0	15.0	0.0	2	0.0	15.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
02 Middle & Other Managers	0	0	0	0.0	42	0.0	40.5	0.0	67	0.0	40.5	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
03 Professionals	0	0	0	0.0	34	0.0	35.0	0.0	34	0.0	35.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
04 Semi-Professionals & Technicians	0	0	0	0.0	8	0.0	31.3	0.0	9	0.0	31.3	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
05 Supervisors	0	0	0	0.0	8	0.0	40.0	0.0	12	0.0	40.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	0	0	0	0.0	8	0.0	5.9	0.0	9	0.0	5.9	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 4: Results - Women

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	124	98	79.0	81.8	101	-3	96.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2018	657	47	7.2	29.1	191	-144	24.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	2,473	20	0.8	1.5	37	-17	53.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	756	293	38.8	68.1	515	-222	56.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	179	87	48.6	66.7	119	-32	72.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2018	463	25	5.4	17.1	79	-54	31.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
07	Administrative & Senior Clerical	0	0	0	0.0	16	0.0	50.0	0.0	16	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	27	0.0	29.1	0.0	77	0.0	29.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	10	0.0	1.5	0.0	15	0.0	1.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	68	0.0	50.0	0.0	68	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	16	0.0	50.0	0.0	23	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	19	0.0	17.1	0.0	32	0.0	17.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2018	3	0	0.0	59.4	2	-2	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	34	0	0.0	23.7	8	-8	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	5,847	773	13.2	23.3	1,362	-589	56.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
			Actual	Goal	Percent of Goal Met									
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	3	0.0	25.0	0.0	3	0.0	25.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	258	0.0	15.2	0.0	367	0.0	21.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
01 Senior Managers	2018	50	0	0.0	1.7	1	-1	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	345	3	0.9	2.4	8	-5	36.2																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	290	2	0.7	1.2	3	-1	57.5																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	76	0	0.0	1.7	1	-1	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	63	1	1.6	4.3	3	-2	36.9																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	334	5	1.5	4.5	15	-10	33.3																		
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	1	0.0	1.7	0.0	1	0.0	1.7	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	2	0.0	2.4	0.0	2	0.0	2.4	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	3	0.0	1.2	0.0	1	0.0	1.2	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	2	0.0	1.7	0.0	1	0.0	1.7	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	2	0.0	4.3	0.0	1	0.0	4.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	4	0.0	4.5	0.0	6	0.0	4.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	124	2	1.6	4.1	5	-3	39.3																
		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
08	Skilled Sales & Service Personnel	2018	657	8	1.2	1.8	12	-4	67.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	2,473	57	2.3	5.5	136	-79	41.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	756	15	2.0	5.6	42	-27	35.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	179	2	1.1	3.3	6	-4	33.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	463	7	1.5	4.0	19	-12	37.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
07	Administrative & Senior Clerical	0	0	0	0.0	2	0.0	4.1	0.0	1	0.0	4.1	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	5	0.0	1.8	0.0	5	0.0	1.8	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	23	0.0	5.5	0.0	35	0.0	5.5	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	10	0.0	5.6	0.0	11	0.0	5.6	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	2	0.0	3.3	0.0	2	0.0	3.3	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	5	0.0	4.0	0.0	8	0.0	4.0	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2018	3	0	0.0	9.5	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	34	4	11.8	4.9	2	2	240.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	5,847	106	1.8	4.3	251	-145	42.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0							
	3	0	0	0.0			0.0	0.0				0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0							
	3	0	0	0.0			0.0	0.0				0.0	0.0		
Total	0	0	0	0.0	61	0.0	3.6	0.0				74	0.0	4.3	0.0
	3	0	0	0.0			0.0	0.0						0.0	0.0

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01&02 Managers	2018	395	7	1.8	5.0	20	-13	35.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	290	1	0.3	8.9	26	-25	3.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	76	1	1.3	7.6	6	-5	17.3																	
	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
05 Supervisors	2018	63	3	4.8	27.5	17	-14	17.3																	
	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
06 Supervisors: Crafts & Trades	2018	334	4	1.2	10.1	34	-30	11.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	1	0.0	5.0	0.0	2	0.0	5.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	5	0.0	8.9	0.0	9	0.0	8.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	3	0.0	10.0	0.0	3	0.0	10.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	3	0.0	27.5	0.0	8	0.0	27.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	8	0.0	10.1	0.0	16	0.0	10.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		Persons with Disabilities										Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#			
07	Administrative & Senior Clerical	2018	124	3	2.4	10.0	12	-9	24.2															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
08	Skilled Sales & Service Personnel	2018	657	7	1.1	8.0	53	-46	13.3															
		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
09	Skilled Crafts & Trades Workers	2018	2,473	29	1.2	7.8	193	-164	15.0															
		0	0	0	0.0	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	2018	756	10	1.3	9.3	70	-60	14.2															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
11	Intermediate Sales & Service Personnel	2018	179	4	2.2	10.8	19	-15	20.7															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
12	Semi-Skilled Manual Workers	2018	463	9	1.9	10.3	48	-39	18.9															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	3	0.0	10.0	0.0	3	0.0	10.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	7	0.0	8.0	0.0	21	0.0	8.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	15	0.0	7.8	0.0	29	0.0	7.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	19	0.0	10.0	0.0	20	0.0	10.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	2	0.0	10.8	0.0	5	0.0	10.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	9	0.0	10.3	0.0	19	0.0	10.3	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13	Other Sales & Service Personnel	2018	3	1	33.3	10.7	0	1	311.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	34	0	0.0	6.8	2	-2	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	5,847	79	1.4	8.6	503	-424	15.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	1	0.0	10.0	0.0	1	0.0	10.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	76	0.0	4.5	0.0	136	0.0	4.3	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	50	1	2.0	9.3	5	-4	21.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	345	20	5.8	17.4	60	-40	33.3																	
	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
03 Professionals	2018	290	52	17.9	29.5	86	-34	60.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	76	27	35.5	24.9	19	8	142.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	63	6	9.5	20.5	13	-7	46.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	334	9	2.7	9.3	31	-22	29.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	1	0.0	10.0	0.0	1	0.0	9.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	9	0.0	17.4	0.0	16	0.0	17.4	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	24	0.0	29.5	0.0	28	0.0	29.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	5	0.0	20.5	0.0	6	0.0	20.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	12	0.0	9.3	0.0	15	0.0	9.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	124	5	4.0	16.3	20	-15	24.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	657	32	4.9	16.0	105	-73	30.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	2,473	109	4.4	6.6	163	-54	66.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	756	56	7.4	19.3	146	-90	38.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	179	10	5.6	21.8	39	-29	25.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	463	28	6.0	23.7	110	-82	25.5																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	6	0.0	20.0	0.0	5	0.0	16.3	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	27	0.0	16.0	0.0	43	0.0	16.0	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	20	0.0	6.6	0.0	66	0.0	6.6	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	38	0.0	20.0	0.0	37	0.0	19.3	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	7	0.0	21.8	0.0	10	0.0	21.8	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	28	0.0	23.7	0.0	45	0.0	23.7	0.0	
		3	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Toromont Industries

[Date: 2018-11-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	3	0	0.0	15.3	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
14 Other Manual Workers	2018	34	4	11.8	28.3	10	-6	41.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2018	5,847	359	6.1	13.8	807	-448	44.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	0	0	0	0.0	2	0.0	28.3	0.0	3	0.0	28.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	185	0.0	10.9	0.0	275	0.0	6.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Toromont Industries
[Date: 2018-11-30]

Efforts

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

Required measures:

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

Other measures:

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

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

We did note that while we survey all employees at the time of hire, we were not able to effectively monitor input errors, missed data fields, or changes in status (for example disability) One of our recommended improvements is to ask employees to review/validate their self-declaration every 3 years to correct the above and ensure more complete/current data accuracy. We will be implementing this going forward.

Operational Context

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

- Impact of economic and industrial conditions on the organization.

Currently, the low unemployment rate across Canada makes hiring a challenge overall, let alone within specific designated groups.

Further, much of our hiring is from the skilled trades, which is shrinking in Canada in general, with fewer and fewer candidates entering the skilled trades out of high school. Within this shrinking group, the availability of female candidates and aboriginals is even smaller. Our efforts focus on

- Any reorganization or other corporate structural changes.

Recently completed large acquisition (2500+ employees) - Have been working to combine multiple systems, in order to compile complete and accurate data, in the midst of significant organizational change and integration activities.

- Acquisitions, mergers or transfers of employees.

See above. Acquisition of new dealership in Quebec / Atlantic - integration of new team, redefining of roles/responsibilities, and re-alignment of organizational processes have taken priority in the past year. Acquired dealership did not put a specific emphasis on diversity; and had not participated in the Federal Contractor Program (FCP). The acquired organization is being integrated and aligned on all programs and initiatives, including Employment Equity.

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

None.

[Redacted]

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

None.

- Other.

See Efforts and Activities Document.

Additional Details

Please provide any additional information (optional):

Other Challenges Impacting Employment Equity Progress

1) Data Capture: We did note that while we survey all employees at the time of hire, we were not able to effectively monitor input errors, missed data fields, or changes in status (for example disability)

Key Efforts to Support and Grow Diversity

In order to support our employment equity focus, there are numerous activities and processes we have put in place over the years. These efforts have not been aimed at meeting legislative requirements, but rather about creating a diverse and inclusive workforce where different experiences and perspectives

Toromont has a Diversity Council, championed by the HR Director, but with representation across the organization, and across all designated groups. We meet regularly to identify and prioritize initiatives to help elevate the importance of diversity and inclusion both for incoming candidates, as well as existing employees. Our efforts over the past few years include the following:

Marketing and Communications:

We represent ourselves through our marketing and communications, both externally and internally. There has been an intentional effort to enhance our communications to the marketplace. Recent campaigns include:

- Enhancement to our Employee Referral Program to include male and female technicians
- Agwest Marketing Brochure / Management Trainee Brochure: Changing the face of Leadership at Toromont showcasing both male and female leaders and management trainees.
- Updating of internal and external posters/websites/materials to include a more diverse workforce;

This highlights the importance of marketing in helping to build a diverse and inclusive team;

Recruiting starts early!

We participated in the following events in order to attract a wider, more diverse group of prospective applicants to Toromont's talent pool:

- An event at Conestoga college for women in trades "Jill of all Trades"
- A diversity networking session at Ryerson University
- A diversity event at McMaster university whereby Toromont employees spoke of Toromont as an employer that values diversity;
- A "Women in Trades" conference at the Toronto Congress Center, targeting elementary school girls and introducing them to various skilled trades;

In the Concord warehouse, we are partnering with COSTI to recruit for replacement workers and parts people; COSTI works primarily at sourcing immigrant workers, most of whom are visible minorities. We have also just commenced discussions with Specialisterne (www.specialisterne.com) to explore a partnership re recruiting persons with autism for Toromont. We further partner with March of Dimes to recruit disabled persons, and in 2017 we hired V.K. a shop helper in our Concord shop. The employee's disability was successfully accommodated in order to enable him to perform his role effectively. He continues to be employed with us in the Concord Shop.

We also employ T.C. in our Peterborough warehouse, who's learning disability is accommodated, and he is highly successful in his role.

Our Battlefield Division, under the leadership of our Hamilton Product Support Manager, has partnered with Hamilton School Board, and regularly participates in both high school and elementary school events, in order to educate all young people about opportunities in the skilled trades. Additionally, we have recently have started reaching out to landed immigrant groups and associations, in order to hire skilled tradespersons into our organization;

This Battlefield leader also sits on the Ontario College of Trades, in order for Toromont to have a voice in influencing how we market and attract young people into the trades as a career;

Employee Communications...reinforcing a culture of inclusiveness.

Our employee newsletter, CONNECTIONS, includes regular communications on diversity and inclusion initiatives that include both our employees, our communities, reinforcing our commitment in this space. Examples of featured articles would include “Women in Trades in Nova Scotia”. this article focused on the Women Unlimited Association, an non-profit women’s organization in Nova Scotia that promotes full participation of women in trades and technology. As part of our Career Exploration program, Toromont Dartmouth was contacted by one of our former employees to provide a tour of our facility to 33 current participants across two compasses. During the tour of the facility, Toromont employees were able to show the female participants what the trades within our businesses do in a typical day. We had several participant that expressed interest in truck and heavy equipment – future Toromont technicians we hope!

Further, we always include a Sustainability Segment in our Annual Report, to ensure that our stakeholders and the public understand our focus on Diversity and Inclusion in our workplace.

In 2018, we produced an International Woman’s Day Video (in both English and French) to embrace the different aspects of our culture, as well as a Diversity video in 2017 to showcase diversity and inclusion across our organization.

(See Additional Materials for Video Links)

We partnered with Toronto District School Board’s Enhanced Language Training Program to coordinate a 6 week placement for an internationally trained professional to obtain relevant Canadian experience. This is in process and we believe that we may hire the person to support our Concord and Corporate teams.

We hosted a table at the Women in Construction dinner, inviting 10 Toromont women, current and future leaders, to attend. This was an excellent forum discussing some of the challenges around creating awareness and excitement for the construction sector for technical females.

We participated in Ryerson’s diversity networking breakfast prior to the STEM (Science Technology, Engineering, and Mathematics) career event; allowing us to understand inclusion from the student perspective, and what talented potential hires are looking for from employers with respect to building an inclusive workplace.

Diversity and Inclusion Learning Journey:

Overcoming the barriers to diversity and inclusion also requires a commitment to inform and elevate awareness across our enterprise. In 2018 we participated in the following to strengthen our commitment to inclusive and supportive behaviours in our work environment:

Through our partnership with one of our training partners, we have the following training available on demand for all our employees:

The Diversity Advantage: *Leveraging Differences at Work for Great Results – Create a workplace where everyone is seen as unique and able to make a contribution. Discover how to increase understanding, earn deeper trust, communicate more productively, and achieve higher levels of collaboration, and increase creativity and innovation. On Demand, approx. 30 – 60 minutes to complete*

Development of training on diversity / inclusion and unconscious bias is in progress to be rolled out to leaders first, then employees to help support diverse work environments and inclusive.

As part of our cultural integration with the Hewitt team, hundreds of our employees have participated in French-Language training, to facilitate better communication and cross-cultural collaboration.

Respectful Communications Workshops: we have carried out 3 workshops and 2 webinars in 2018 on this topic to help employees understand and embrace cultural differences

Embracing Mental Wellness: Consistent with the Canadian landscape, we continue to see an increase in mental health challenges in our workplace as well. Accordingly we've continued to leverage Shepell's services and the launch of their new mental health site. We have expanded our leaders understanding of this 'disability' and continue to do so through formal and informal learning, and increased awareness. Further, our leadership curriculum includes a mental wellness training module for all leaders to access via virtual classroom, as well as "on demand".

Environment of Inclusiveness: The Diversity Council carried out a 'facilities audit' to review Toromont facilities and identify key environmental aspects helpful in supporting inclusiveness including:

- female washroom/shower
- multi-faith room
- accessible 2nd floor

Further, based on audit results, a 3 year facilities upgrade plan is being developed to address prioritized items.

Concord and Orenda Road locations will both host "Taste of Toromont" as part of United Way Fundraising – employees bring in locally inspired foods to share as part of a potluck that raises both funds and awareness of our diverse backgrounds.

PROMOTIONS / HIRES (a few examples)

- Targeted and hired two female Co-op students from Sir Sanford Fleming College to work at Detour Lake; both are identified prospective future-hires as technicians for Toromont Cat's business.
- Targeted and hired a female parts counterperson for the Corner Brook branch. As part of her development she is learning Tech skills by assisting in the Shop from time to time. The plan is that she becomes a future Technician with our business.
- Collaboration between the Thompson MB Branch and our Power Systems Division with aim to support the development of a female Apprentice Technician from Thompson MB into SW Ontario and develop her into a future Marine Technician.
- We attended career days at universities and placed extra emphasis on attracting diverse candidates. We hired an employee who is a visible minority and who is new to the country into our Mining Division as a Fleet Analyst and are supporting his immigration process. We are also providing him with a development plan in support of integrating him effectively into Toromont (i.e. business language skills development).
- N.A. was appointed head of Heavy Rents and Power System Rentals.
- M.V. was appointed Director, Human Resources.
- Hired an Apprentice, D.A. (Inuit) into Baker Lake
- M.T. completed an internship in the Pointe-Claire Heavy Shop earlier this year. MT is an employee of a client from the Cree Nation of Eastman.
- Hired 2 disabled persons, 1 in Quebec Treasury, and one in Energy Division Sales
- Hired 3 aboriginal technicians in Quebec, and 1 Aboriginal Account manager in our Quebec Forestry Division
- Developed and promoted Amanda Lewis into a Leadership position in Timmins – helping elevate our Women in Leadership focus
- Hired L.K., our female General Counsel and Board Secretary, L.K. will also be representing Toromont at the annual Caterpillar Women in Leadership Conference.
- Hired a female sales manager for the TMH Quebec Sales team; Marie-Claude Nicole, a traditionally male position
- Hired E.C Health and Safety Manager, Toromont CAT, improving our Women (and visible minorities) in Leadership position
- As a result of integration with Legacy Hewitt Organization, have moved S. D. into VP Commercial Division across entire combined ECAN dealership
- J.A. also from the Legacy Hewitt Organization, has the role of Senior Marketing Manager, reporting to G.K
- Recently hired H. A. , junior engineer for CIMCO, female and visible minority.
- Recently hired D.H. female management trainee out of Manitoba to join our leadership development program.

Internal Growth requires intentional effort:

In some cases, for example middle and senior leadership roles, our “promote from within” culture is rooted in the highly specialized industry and technical knowledge required from our leaders. External recruiting efforts are helpful, but we need to build our internal pipeline by developing and promoting high potential employees and front line leaders into middle and senior management. In order to better support diversity in this process, our talent review process includes diversity flags such that we are identifying individuals as members of the 4 designated groups throughout our succession planning process. Again, the principle that the best candidates will be promoted prevails, because we are aware of our high potentials across the

designated groups, we can place intentional effort around development plans to ensure we are providing career development opportunities with a view to promoting a diverse group of capable individuals to higher level leadership roles.

Embracing Diversity Means Finding Solutions that Work for all of us!

We have a very strong culture of accommodation within the workplace, and, while we do have a “Workplace Accommodation Policy”, it is really grounded in the belief that we need to take care of our people. This drives us to work hard to find creative solutions to utilize the skills and abilities of our employees, even when a work-related or personal injury leaves them disabled from performing their original duties. Often, a physical or cognitive impairment may prevent someone from performing their current roles, but there is additional value they bring to our team. Some examples in this area are:

Sudbury Tractor Shop – One of our mechanics (J.B.) suffered a traumatic head injury a few years ago, and although he fully recovered, the noise, ‘business’ and requirement for technical detail in his role as a mechanic in the busy shop environment were uncomfortable for him and made it very difficult for him to focus and be productive. However, he is still very skilled and capable in his knowledge and understanding of equipment...planning organizing and evaluating the work were fine...it was the task of actually ‘doing’ the work that was very difficult and stressful for him. So, we gave an opportunity to act as a supervisor, on a trial basis, and found that this role was very well suited to his skillset, yet didn’t expose him constantly to the demands or rigor of the mechanics role. It allowed him to coach, lead and organize the other mechanics, and manage their safety, a role he excelled at. We moved him into this role permanently last year and it is working out very well.

Health and Safety – One of our health and safety specialists (C.H.) suffered a stroke 5 years ago. This left her partially physically impaired, easily fatigued, and with some minor cognitive and speech limitations. Because of these limitations, she was no longer able to perform workplace inspection or deliver safety training, key aspects of her role. However, her knowledge of health and safety legislation, principles and practices remained intact, so we’ve reduced her schedule to 10 hours per week and given her the role of “special projects” on the health and safety team. This leverages her knowledge and expertise, while balancing her need to rest, and aligns with her limitations.

Senior Management Team – One of our senior leaders (M.C.) suffers a disability which requires him to limit his exposure to cold temperatures. Through the use of technology, SKYPE, conferencing, etc, he is able to perform much of his work during the coldest winter months in a warmer climate, travelling in for critical meetings only. Again, we are more than willing and able to accommodate his disability and his position allows for this type of accommodation, while still performing the essential duties of the role.

Setting Goals ...What gets measured gets managed....

Although we don’t set quotas per se, we do focus on increasing diversity through specific initiatives and make a very intentional effort through all of the foregoing to keep diversity top of mind as we seek out great candidates for our business. Part of our intentional focus in 2018 was to allocate at least 2 of our 10 Think Big Scholarships to female and aboriginal technicians. In 2018, we have awarded a Think Big Scholarship to female Inuit CoOp Student – I.K., who is also working as a co-op student in our Iqaluit branch.

Further, within our management trainee program, we strive to hire 20% of our candidates as females, and 20% as visible minorities. In 2018, we recruited 1 visible minority, and 1 female candidate out of our group of 7 leadership interns. It is worth noting that while we made employment offers to five outstanding female candidates, only 1 accepted. And, while we continue to reach out and connect with great candidates, the heavy equipment industry may not be for everyone.

Finally, as part of our focus, we measure our diversity metrics on our quarterly HR Scorecard, across the four designated groups, such that we are always aware of our progress in these important goals, and hold ourselves accountable to improving diversity while continuing to hire and promote the best applicants. We will now update our goals with the stated short/long term goals identified as part of this assessment process.

On an annual basis, our diversity initiatives are captured in our strategic business plan, and our achievements are also highlighted in our annual report. Ensuring that we hold ourselves accountable to improving outcomes is key to success.

Despite our best efforts at improving representation across the designated groups, as evidenced by the above initiatives, there are still challenges. Here are some considerations impacting our outcomes.

Other Challenges Impacting Employment Equity Progress

- 1) **Data Capture:** We did note that while we survey all employees at the time of hire, we were not able to effectively monitor input errors, missed data fields, or changes in status (for example disability) One of our recommended improvements is to ask employees to review/validate their self-declaration every 3 years to correct the above and ensure more complete/current data accuracy. We will be implementing this going forward.
- 2) **Availability Data:** The availability of the different designated groups is based on the National Occupational Codes (NOC's) available, and the subsequent alignment to the Employment Equity Occupational Groups (EEOG's). In many cases, the NOC's do not align specifically with the actual work being performed by our employees, but rather is broader in nature.

For example, the EEOG for Skilled Crafts and Trade Workers, (which represents over 50% of our workforce) actually draws from the following:

Examples: Sheet metal workers, plumbers, electricians, tool and die makers, carpenters, glaziers, welders, telecommunications line and cable, installation and repair technicians, mechanics (heavy duty, refrigeration, aircraft, elevator, motor vehicle), tailors, jewellers, oil and gas well drillers, fishing masters and officers, paper making control operators.

From this list, we only hire welders, heavy equipment mechanics and industrial mechanics, yet they all contribute to the population size and employment equity demographic. Within this subgroup, it is our perspective that the availability and representation of designated groups would vary from that of the entire EEOG. Thus, we are hiring from a group which is

potentially smaller than that represented by the census data based on the specialized labour pool we require.

Further, at the heavy equipment apprentice level, which is our pipeline into this EEOG, less than .75% of the students are female. This illustrates the challenge in the availability data, which illustrates availability for females in the “skilled crafts and trades” EEOG for example at 1.5% - 2 times that of what we are seeing in our practical experience. This is worth noting when evaluating both short and long term goals to increase representation.

- 3) Many of our roles are very physically demanding and require ability to work with high risk equipment and respond quickly to hazards. Our technicians (over 50% of our population) also work in inclement weather, rough terrain, and locations that are sometimes difficult to access (boiler rooms, rooftops for our power and industrial generation technicians). These roles are not well suited to many different disabilities due to the safety and access hazards.
- 4) The highly specialized nature of our industry suggests that hiring at higher levels from ‘the industry’ is challenging. Although there may be availability of leadership candidates within the EEOG, they often do not possess the right combination of skills, knowledge and experience to integrate well into our organization. We find that when we develop and promote our leaders from within the organization, ensuring they have the right industry and organizational knowledge, they have a higher degree of success. Therefore, in creating greater opportunity among the designated groups at the leadership level, we need to achieve higher concentrations at the entry or professional level roles and then ensure we are providing these candidates with the appropriate development opportunities to progress.
- 5) Our own internal growth dynamics impact our ability to increase our representation aggressively. Specifically, our organization enjoys:
 - a. very low turnover, ranging from 3% to 6%, and average employee tenure of 11.6 years.
 - b. very strong ‘promote from within’ culture; we actually have a target of promoting 10% of our employees per year, and over 60% of our positions are filled internally; this is partially due to the need for specialized organizational knowledge and experience in our complex organization, but also due to our commitment to developing our own employees.

These two factors contribute to relatively less opportunity for hiring from the outside, particularly for leadership roles.

- 6) Natural barriers – In some areas, we’ve come across roadblocks to the advancement of our diversity goals. For example, we have offered scholarships to Aboriginal students, and, unfortunately, the program through the Ontario College of Trades was not recognized or supported by the Inuit community. This is something we need to understand better and work through. Further, with respect to the Aboriginal community in general, there is also an education gap with this group that prevents us from placing them in skilled or specialized roles. This further limits our ability to significantly improve representation in this group. These challenges do not lessen our commitment to employment equity but rather need to be considered when evaluating availability, improvement goals and true representation.

Opportunities going forward...

Increasing representation among the 4 designated groups is not only a legislated requirement; it makes good business sense as it exposes organizations to new ideas, perspectives and experiences, while leveraging the available talent eager and able to work. Despite the efforts noted above, through this self-assessment additional opportunities to further improve our processes and our outcomes have been identified as follows:

- 1) Currently, we only capture employment equity data at the time of hire; throughout the process we noted data gaps and will begin re-surveying employees every 3 years. This will enable us to correct potential data capture errors, as well as identify any changes that might have occurred since employment (such as disability status for example). Over the next year, we will be implementing a new Human Resources Information System (HRIS). This will significantly improve our ability to more effectively capture, maintain, validate and report on equity data.
- 2) When we utilize agencies, we will request that the agencies refer members of the 4 designated groups as part of the shortlisted candidates, thus increasing our likelihood of increasing our representation in these groups with the best candidates;
- 3) We will provide additional training to all leaders on hiring for diversity; do's and don'ts in terms of fairly assessing candidates and ensuring we can effectively evaluate candidates with diverse backgrounds, and create a welcome environment for diverse individuals;
- 4) While we currently utilize interview questionnaires, to document candidates objectively and filter through 'unconscious bias', they are lengthy and only utilized about 50% of the time. We will be reviewing, streamlining and simplifying these interview templates, to increase documentation and consistency throughout the interview process.
- 5) Although we reach out to high schools for marketing and communication around opportunities in the skilled trades, we will be conducting a series of focus groups within participating high schools specifically aimed at female students and getting their thoughts and feedback about skilled trades as a career, and what is influencing their choices.

Despite the above challenges, we will continue to enhance our focus to increase representation across all groups of employees, emphasizing the four designated groups identified in employment equity legislation. Through creative efforts, communication and diligent tracking, we will seek to attract and leverage the best talent in our communities to our organization while always hiring the most qualified, capable and motivated candidate.

Workplace Diversity and Inclusion Policy

TOROMONT
HR POLICY 1.6

CATEGORY: GENERAL OPERATING POLICIES
LAST UPDATED: JANUARY 1, 2018

Purpose: Toromont CAT recognizes the benefits of promoting the principles of Workplace Diversity and Inclusion. Our Diversity and Inclusion vision is to be the employer of choice for existing and potential employees, attracting and retaining a wide variety of experiences, ideas and capabilities in order to increase the success of our employees, our organization and our customers.

Policy Statement: As such, the Company recognizes that all leaders and employees must play a role in helping to contribute to a diverse and inclusive workplace by adhering to the following principles and processes.

General Procedures and Principles:

1. Toromont will seek to improve diversity in its workplace by increasing our talent pool such that we are able to draw upon the best skillsets from the communities where we operate through innovative and inclusive marketing, education and recruiting processes;
2. As part of the orientation new hire package, each employee will receive a letter explaining Toromont Industries Ltd.'s commitment to Workplace Diversity, as well as the **Workplace Diversity Self-Identification Questionnaire**. These can be found on the Human Resources website under the New Hire Package menu.
 - a. This questionnaire is voluntary; however the employee is required to identify their employee number and to return the questionnaire to the Human Resources Department.
 - b. If they choose to complete the form, the questionnaire information will be kept strictly confidential by the managers responsible for the employment equity program at Toromont. Only **Paul Jewer (Exec VP and CFO)**, **Maria Vomiero (HR Director)** and the HRIS Administrator will have access to such information.
 - c. The Human Resources Department will conduct surveys as required to satisfy all statutory and contractual obligations.
3. Toromont will see to create an inclusive, engaging environment so that we can retain our talent and leverage development opportunities for contribution and advancement for all employees. This will involve;
 - a. Ensuring that our facilities adequately support diversity across the enterprise;
 - b. Ensuring our internal communications support and encourage diversity
 - c. Creating a welcoming, supportive and inclusive climate for diverse ideas, experiences and perspectives
4. Toromont will seek to increase awareness, education and visible support for diversity and inclusion across the organization; led by senior management and supported by all members of the leadership team;
5. Toromont will track and measure our employee population to ensure that we are enhancing diversity within the workplace.

Toromont Industries Ltd. Workplace Diversity Self-Identification Questionnaire

Please return this questionnaire with your employee number clearly identified. This form is available in an alternate format. If you would prefer another language or medium, please contact Human Resources for more information.

Toromont Industries Ltd. (Toromont) recognizes the benefits of promoting the principles of Workplace Diversity. As such, we are asking for the assistance of all employees to aid us in successfully following through on our commitments to our Workplace Diversity Program by completing this questionnaire.

While your response to this questionnaire is Voluntary, you are required to identify your employee number and to return the questionnaire to Human Resources. **Your questionnaire information will be kept Strictly Confidential by the senior managers responsible for the Workplace Diversity Program at Toromont.** Only Paul Jewer, Glenn Mascarenhas and the HRIS Administrator will have access to such information. Responses will be aggregated and comments will not be identified or attributed to any individual.

There are no repercussions for completing this form.

You can self-identify in more than one designated group listed below.

For example, an employee could be a male visible minority member who has a disability. Or, an employee might have one parent who is Aboriginal and another who is a visible minority. To know more clearly whether to include yourself in a particular group, definitions are provided to assist you in your decision.

1. For the purposes of Workplace Diversity, "Aboriginal peoples" means persons who are North American Indian or a member of a First Nation which includes status, treaty or registered Indians, as well as non-status and non-registered Indians, Inuit or Métis.

Based on this definition, are you an Aboriginal person?

Yes No

2. For the purposes of Workplace Diversity, "persons with disabilities" means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who
 - a) consider themselves to be disadvantaged in employment by reason of that impairment, or
 - b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and
 - c) includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Examples of disability include difficulty using hands or arms; mobility; blind or visually impaired; speech, hearing (deaf at birth or hearing loss after birth) or learning impairments; chronic or psychological illnesses; developmental disabilities or injuries.

Based on this definition, are you a person with a disability?

Yes No



EMPLOYEE # _____
(required by legislation)

3. For the purposes of Workplace Diversity, "member of visible minority" means a person in a visible minority group (other than an Aboriginal person as defined above) who is non-white in colour or race, regardless of place of birth.

The visible minority group includes: Black, Chinese, Filipino, Japanese, Korean, South Asian-East Indian (including Indian from India; Bangladeshi; Pakistani; East Indian from Guyana, Trinidad, East Africa; etc.), Southeast Asian (including Burmese; Cambodian; Laotian; Thai; Vietnamese; etc.) non-white West Asian, North African or Arab (including Egyptian; Libyan; Lebanese; etc.), non-white Latin American (including indigenous persons from Central and South America, etc.), person of mixed origin (with one parent in one of the visible minority groups listed above), other visible minority group.

Based on this definition, are you a member of a visible minority?
Yes No

4. For the purposes of Workplace Diversity, which gender are you?
Female Male

5. I agree that Toromont may, when necessary, provide the foregoing information to Managers for Workplace Diversity purposes. For example, when Managers need to identify individuals to participate in Focus Groups.
Yes No

In this section we are seeking your contribution and assistance in helping the organization identify whether employment barriers exist and/or if accommodations of special needs are required. Identify below any special needs that you may have that may not be currently accommodated by Toromont. Identify any of Toromont's employment systems, policies or practices that may have provided barriers to your employment or have contributed to conditions of disadvantage in your employment. **Please be specific.**

You may also anonymously provide such information to the Toromont Compliance Hotline at www.openboard.info/tih or 1-866-254-2730.

Please direct any questions you might have to Glenn Mascarenhas -Toromont CAT Concord - Human Resources department and ensure your questionnaire is returned within 2 days. Please seal it in the attached envelope.

THANK YOU FOR YOUR PARTICIPATION

(rev. Apr 2018)

TOROMONT

April 1, 2018

RE: TOROMONT'S COMMITMENT TO WORKPLACE DIVERSITY

To All New Employees:

Toromont Industries Ltd. is a Federal Contractor and, pursuant to the Federal Contractors Program, this letter is to remind employees of our corporate commitment to fostering and achieving a work environment of "Equal Opportunity". As you will note, in our Code of Business Conduct, we believe in equal opportunity for all employees. What does Toromont's commitment mean?

Toromont will ensure equal opportunity exists in our corporate life at Toromont, with respect to recruitment, hiring, promotion, and the working conditions of employment throughout the Company. As part of our responsibilities as a corporate citizen and in complying with Employment Equity legislation, the Company will provide strategic plans that aim to correct conditions, if any exist, that could in any way disadvantage people in their employment.

The purpose of Workplace Diversity is to achieve equality in the workplace so that no person shall be denied employment opportunities, benefits, or programs offered to employees at Toromont, for reasons unrelated to ability. Specifically, the Employment Equity Act, states its aim for employers is to correct any conditions of disadvantage in employment, experienced by women, Aboriginal peoples, persons with disabilities, and members of visible minorities.

It is through the employees of the company that our position as an industry leader is achieved. Thus, ensuring that the company's applicant pool continues to encompass the designated groups identified in the Employment Equity Act, will help ensure that Toromont is capable of meeting both our core business goals and our requirement to ensure that the Company's workforce has designated group representation.

Each new employee will receive a self-identification survey to assist us in monitoring the percentage of our workforce that comes from the groups named above. It is essential to Toromont's continued ability to sell goods and services to the Federal Government that all employees participate in the survey.

In order to ensure the aims of the Workplace Diversity Program and related strategies and decisions are supported at all levels, we have appointed a person at a senior level to be responsible for the Program. Paul Jewer, Executive VP and CFO Legal is the Corporate Officer responsible for Toromont's Workplace Diversity Program. In addition, the Program is supported by a key Workplace Diversity Contact Person – Glenn Mascarenhas at Toromont CAT. If you have any questions about Workplace Diversity, please feel free to speak with Glenn.

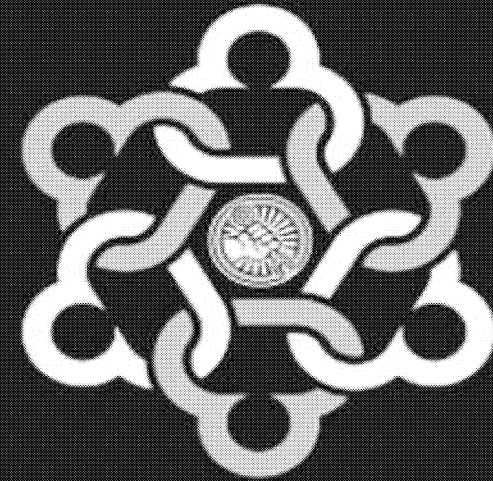
Sincerely,



Scott J. Medhurst
President and Chief Executive Officer
Toromont Industries Ltd.

STRONGER TOGETHER

PLUS FORTS ENSEMBLE



Employment Equity Audit
November 2018
Toromont Industries

Process Review

- **Data Collection and Validation**
 - Collected data from all units and mapped to required input format.
 - Spot checked data ; solicited high level feedback across enterprise;
 - Reviewed/entered/mapped data to NOC codes, uploaded data files to WEIMS (Govt) portal to produce equity reports
- **Process Review**
 - Conducted process review with HR team (review of recruiting/hiring/promotions) to identify roadblocks, processes, opportunities, etc.
 - Shared divisional files with CIMCO and BF.
 - Carried out a process/data review with divisional leaders to understand gaps, identify opportunities
- **Achievement Report – Part 1: Goal Setting Exercise**
 - Validated turnover/growth within HR based on historical turnover, projected growth rates, etc.
 - Set goals to work towards reasonable representation based on EEOG availability
- **Achievement Report – Part 2: Efforts and Opportunities**
 - Captured cross section of EE initiatives
 - Identified challenges
 - Identified opportunities to further enhance diversity going forward
-

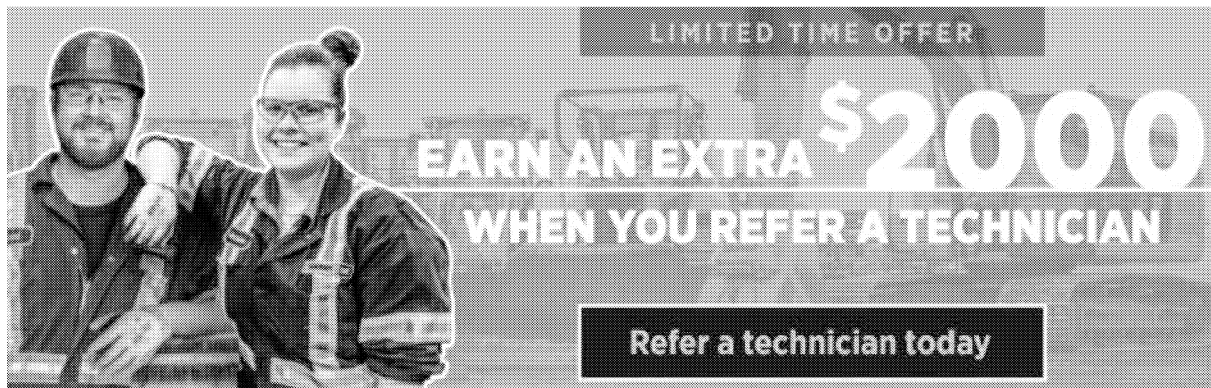
Workforce Summary

<u>Survey Count</u>	<u>ALL</u>
Workforce Survey Participants	6108
Forms Completed	5341
Forms Partially Completed	705
Chose Not to Participate	62
Total Employees	6108

Key Efforts

(See Achievement Report, Efforts for more detail)

- Internal / external communications
- Innovative recruiting efforts
- Industry association and partnerships
- Targeted scholarships
- Diversity training for employees
- Internal events and facility updates to support diversity
- Culture of accommodation
- Regular measurement and tracking



Additional Information



- **Click the image above to see our Diversity Video (2017)**

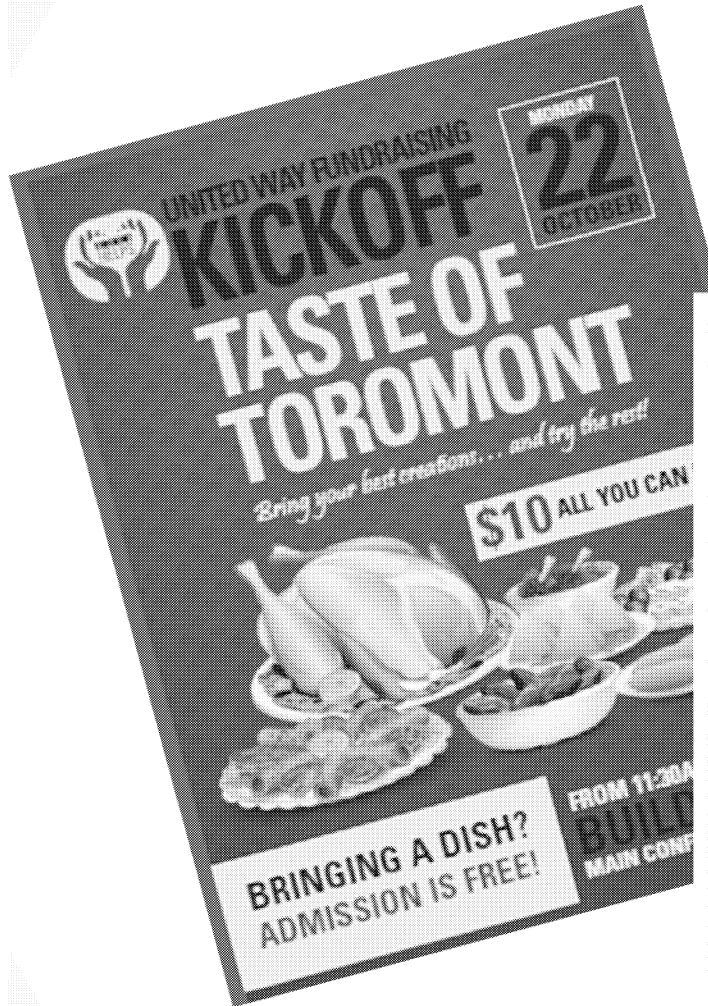
Additional Information

**Step out of the history that is holding you back.
Step into the new story you are willing to create.**
- Oprah Winfrey, Media Proprietor, Entertainer, Philanthropist

Click the image above to watch our International Woman's Day Video, (2018)

Communication Initiatives

Company newsletter below shared diversity efforts, while annual Taste of Toromont invites people to share 'traditional foods' to raise money for our United Way fundraiser.



TOROMONT'S COMMITMENT TO DIVERSITY & INCLUSION 2016 HIGHLIGHTS

DAVID WETHERALD
VP HUMAN RESOURCES & LEGAL, CORPORATE FINANCE

Creating a diverse workforce encourages innovation through sharing different perspectives, and allows us to embrace the full range of human experience. There are many benefits to creating a diverse workforce, not the least of which is that it will help us develop new approaches to servicing an ever-diverse population. Toromont's recruiting practices, promotion initiatives as well as many resources support the development of a diverse and inclusive workplace.

REACHING OUT

We worked with a number of external groups including the March of Dimes organization and First Nations and Inuit communities. We also attended numerous career days at universities and a number of "Women in Trades" events. We have made it clear that we are open for business and looking for good people to hire.

PROMOTIONS AND HIRES

We have an excellent team of bright management trainees with two of them being female. A third has committed to us for next year. Numerous persons from each of the four identified groups have been hired and/or promoted across the Company with the most

senior being the promotion of Margie Davis from PSM Peterborough to Eastern Ontario Regional Manager at Battlefield.

RESOURCES

A two-hour online course on diversity has been made available through Toromont University. It covers topics such as managing diversity to extract value from employee differences, communicating with employees and customers from other cultures and resolving diversity-related conflicts.

We have provided internal and external resources to employees for Business English Skills training. If you feel you have a need in this area, please discuss the matter with your manager.

Thanks to our deliberate efforts, we are making good progress with increased representation since 2010 for each of the four groups identified by employment equity. Let's keep up the good work and ensure that there are no barriers to hire or develop any person at Toromont CAT.

Recruiting Initiatives

Local events to stimulate interest in skilled trades among young women.

Right: Young Women in Trades targets elementary schools



NOVA SCOTIA WOMEN IN TRADES

PETER O'HAGAN
Corporate Manager, Parts & Service Operations

The Women Unlimited Association is a non-profit women's organization in Nova Scotia that promotes the full participation of women in trades and technology. They work with industry, governments, educational institutions and the community to address the systemic barriers that limit the participation of diverse women in these fields.

As part of their 14 week Career Exploration program, Toromont Dartmouth Branch was contacted by one of our former employees, Kelli Skinner, to provide a tour of our facility for 33 current participants, across two campuses, of the Women's Unlimited Program.

During the tour of the facility, Joey MacDougall (Shop Supervisor) and Gerry Brymer (Technical Trainer) were able to show the participants what the trades within our business do in a typical day. Participants were able to see heavy equipment repairs on the machine and component level, welding - repair and fabrication, machining as well as truck and transport repairs. Our Technical department and engineering process rounded out the tour. Overall, the participants and their instructors were quite amazed at the size of the operation and the number of different trades that fit within our walls. We had several with an interest in truck transport and heavy equipment repair - future Toromont technicians, we hope!



We stressed the need for skilled people and the opportunities that exist with the trades. There were many great questions and it was a successful visit for all.

Thank you to Gerry and Joey for hosting and providing their time.

Learn more about Women Unlimited at www.womenunlimitedns.ca/about-us

Business Planning

Human Resources – Plan 2019



2019 HR Business Plan:

- Part of overall business strategy for Toromont CAT
- Identifies key diversity initiatives for coming year
- Date reflects snapshot of our diversity metrics.

Figure 1: Diversity Journey



Diversity Scorecard

Group	2017 TL	2018 TL(Q2)	2018 QM(Q2)
Diversity across Leadership Roles			
Women in Leadership roles (Cdn Avg = 35%, Construction Avg 11%, CAT Avg = 14%)	8.8%	8.8%	1.8%
Aboriginals	3.2%	3.2%	0.5%
Women in Employee Population (EP) (56% of Cdn EP, 27% of Construction EP 20% of CAT EP)	12.5%	12.2%	16.5%
Visible Minority	10.3%	10.2%	2.5%
Disability	2.7%	2.4%	0.3%

Summary of Challenges

1. Data Classification – EEOG may overstating the availability for the skills we require for our organization;
2. Data Capture – we do not currently re-survey, or validate data input accuracy
3. Strong ‘promote from within’ culture as well as long tenured employees (11.6 years on average) and relatively low turnover means less opportunity to hire from the outside. This minimizes the opportunity to bring in candidates from designated groups.
4. Highly specialized skill makes it difficult to hire from the industry, even for senior roles; ‘on the job training’ is key; hence many recruiting efforts focused on entry-level roles;
5. Highly physical, high risk work suggest that disabled employees might be at risk from a safety perspective

Shortages in Skilled Trades

Occupation	# of Respondents who employ	# with recruiting and retaining challenge	% with a challenge
Machinists and machining and tooling inspectors	136	61	45%
Industrial electricians	93	49	53%
Supervisors of machining, metal forming, shaping and erecting trades and related occupations	144	47	33%
Construction millwrights and industrial mechanics	88	44	50%
Welders and related machine operators	130	36	28%
Tool and die makers	51	26	51%
Structural metal and platework fabricators and fitters	49	21	43%
Supervisors of mechanic trades	63	17	27%
Electricians (except industrial and power system)	39	13	33%
Supervisors of other construction trades, installers, repairers and servicers	22	12	55%
Supervisors of electrical trades and telecommunication occupations	71	11	15%
Steamfitters, pipefitters and sprinkler system installers	18	9	50%
Crane operators	30	9	30%
Sheet metal workers	33	8	24%
Supervisors of carpentry trades	14	6	43%
Carpenters	13	5	38%
Plumbers	13	4	31%
Supervisors of pipefitting trades	18	4	22%

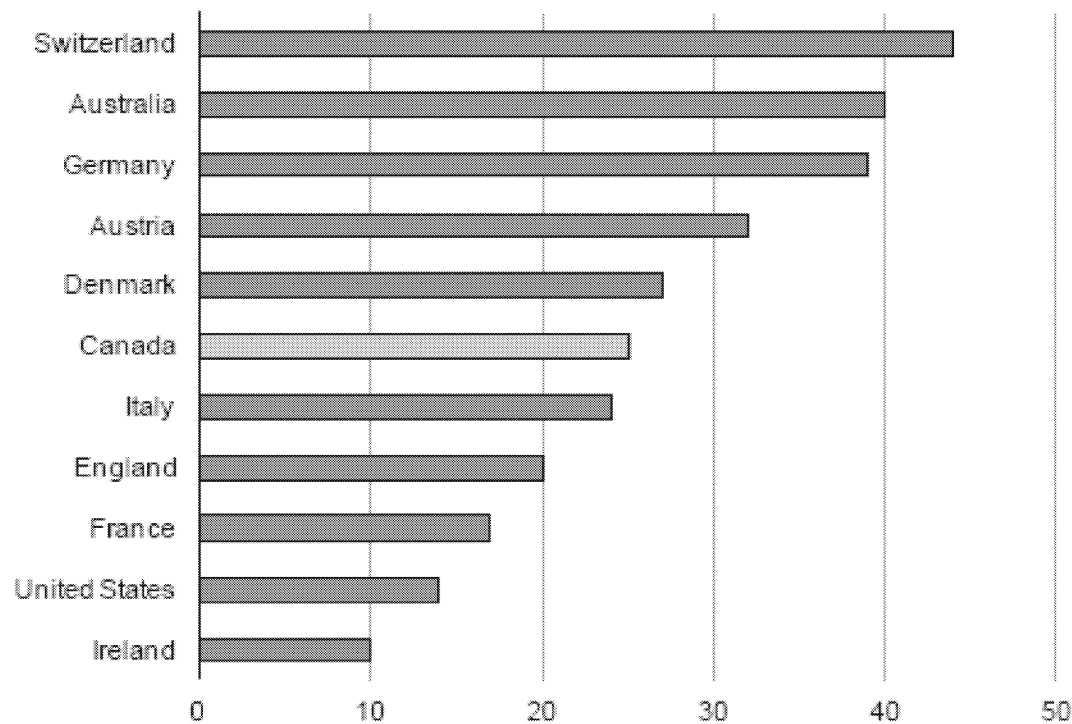
Source: Future of Manufacturing Labour Force, Canada, Jan 2017

<http://cstec.ca/sites/cstec/files/reports/The%20Future%20of%20the%20Manufacturing%20Labour%20Force%20in%20Canada.pdf>

Apprenticeship Pipeline

Canada's supply of apprentices is relatively small compared to other countries, likely reflecting differences in the nature of the apprenticeship system

Apprentices per 1,000 Employed Persons, Selected OECD Countries, 2011



Notes: This table is not exhaustive but includes those OECD countries for which information on apprenticeships is available and accessible. Figures are for 2011 or the most recent year available.

Sources: London School of Economics and Political Science, Centre for Economic Performance, *The State of Apprenticeship* (2010); International Labour Organization (ILO), *Overview of Apprenticeship Systems and Issues*, ILO Contribution to the G-20 Task Force on Employment, September 2012; Statistics Canada (Registered Apprenticeship Information System and Labour Force Survey); Department of Finance calculations.

Summary of Opportunities

1. Improve data capture process;
2. Work with agencies to request representation from 4 designated groups when sending candidates
3. Additional leader diversity training
4. Update of interview questionnaires to improve usage and documentation.
5. Focus Groups at high school groups asking young women about trades as a career – Why/Why Not?

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Toromont Industries Ltd.

Primary Location: Concord, Ontario

Number of Employees: 5847

- Ontario 3100
- Quebec 1657
- Manitoba 336
- Nova Scotia 250
- Newfoundland
& Labrador 206
- New Brunswick 107
- Nunavut 67
- Alberta 63
- British Columbia 29
- PEI 19
- Saskatchewan 13

Organization Overview:

NAICS 4172 (Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers). For over 20 years, Toromont Industries Ltd. has been a diversified growth company that increases shareholder value by driving consistent and profitable earnings growth over the long term. They have provided the long-term shareholder with superior investment returns while delivering quarterly dividends on a consistent and growing basis.

Key Dates – First Year Assessment

Initiated: 2019-03-07
 Received: 2019-03-06
 Workforce 2018-11-30
 Analysis:

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:
 Number of questionnaires returned:
 Number of completed questionnaires returned:

#	%
6108	100
6046	98
5341	87

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

WORKFORCE ANALYSIS & GOAL SETTING

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

Observations:

The organization changed the occupational and geographical defaults for several EEOG's; the rationale provided below is reasonable justification.

- Most of its workforce requires skilled knowledge of the heavy equipment industry, the construction industry or mining, and thus the skills and knowledge are not readily accessible and/or transferable in all parts of Canada. Often, knowledge is gained on the job and/or working in specific sectors, or requires years of training. In some cases, they will seek to hire at the provincial level, as roles may have responsibility for a region. For senior management, they will seek candidates across Canada, and relocation is more often an option.

SUMMARY OF GOALS**Women**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-2	15.0	15.0	10.0	14.1
02	Middle & Other Managers	-70	40.5	40.5	20.3	40.5
03	Professionals	-8	35.0	35.0	30.3	33.2
04	Semi-Professionals & Technicians	-7	31.3	31.3	22.4	31.3
05	Supervisors	-15	40.0	40.0	15.9	40.0
06	Supervisors: Crafts & Trades	-7	5.9	5.9	3.9	5.9
07	Admin. & Senior Clerical Personnel	-3	50.0	50.0	79.0	81.8
08	Skilled Sales & Service Personnel	-144	29.1	29.1	7.2	29.1
09	Skilled Crafts & Trades Workers	-17	1.5	1.5	0.8	1.5
10	Clerical Personnel	-222	50.0	50.0	38.8	68.1
11	Inter. Sales & Service Personnel	-32	50.0	50.0	48.6	66.7
12	Semi-Skilled Manual Workers	-54	17.1	17.1	5.4	17.1
13	Other Sales & Service Personnel	-2	50.0	50.0	0.0	59.4
14	Other Manual Workers	-8	25.0	25.0	0.0	23.7

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-1	1.7	1.7	0.0	1.7
02	Middle & Other Managers	-5	2.4	2.4	0.9	2.4
03	Professionals	-1	1.2	1.2	0.7	1.2
04	Semi-Professionals & Technicians	-1	1.7	1.7	0.0	1.7
05	Supervisors	-2	4.3	4.3	1.6	4.3
06	Supervisors: Crafts & Trades	-10	4.5	4.5	1.5	4.5
07	Admin. & Senior Clerical Personnel	-3	4.1	4.1	1.6	4.1
08	Skilled Sales & Service Personnel	-4	1.8	1.8	1.2	1.8
09	Skilled Crafts & Trades Workers	-79	5.5	5.5	2.3	5.5
10	Clerical Personnel	-27	5.6	5.6	2.0	5.6
11	Inter. Sales & Service Personnel	-4	3.3	3.3	1.1	3.3
12	Semi-Skilled Manual Workers	-12	4.0	4.0	1.5	4.0

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-4	10.0	9.3	2.0	9.3
02	Middle & Other Managers	-40	17.4	17.4	5.8	17.4
03	Professionals	-34	29.5	29.5	17.9	29.5
05	Supervisors	-7	20.5	20.5	9.5	20.5
06	Supervisors: Crafts & Trades	-22	9.3	9.3	2.7	9.3
07	Admin. & Senior Clerical Personnel	-15	20.0	16.3	4.0	16.3
08	Skilled Sales & Service Personnel	-73	16.0	16.0	4.9	16.0

09	Skilled Crafts & Trades Workers	-54	6.6	6.6	4.4	6.6
10	Clerical Personnel	-90	20.0	19.3	7.4	19.3
11	Inter. Sales & Service Personnel	-29	21.8	21.8	5.6	21.8
12	Semi-Skilled Manual Workers	-82	23.7	23.7	6.0	23.7
14	Other Manual Workers	-6	28.3	28.3	11.8	28.3

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Persons with Disabilities

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01/02	Senior Managers	-13	5.0	5.0	1.8	5.0
03	Professionals	-25	8.9	8.9	0.3	8.9
04	Semi-Professionals & Technicians	-5	10.0	10.0	1.3	7.6
05	Supervisors	-14	27.5	27.5	4.8	27.5
06	Supervisors: Crafts & Trades	-30	10.1	10.1	1.2	10.1
07	Admin. & Senior Clerical Personnel	-9	10.0	10.0	2.4	10.0
08	Skilled Sales & Service Personnel	-46	8.0	8.0	1.1	8.0
09	Skilled Crafts & Trades Workers	-164	7.8	7.8	1.2	7.8
10	Clerical Personnel	-60	10.0	10.0	1.3	9.3
11	Inter. Sales & Service Personnel	-15	10.8	10.8	2.2	10.8
12	Semi-Skilled Manual Workers	-39	10.3	10.3	1.9	10.3
14	Other Manual Workers	-2	10.0	10.0	0.0	6.8

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in all four designated groups, the organization may consider forging links with trade programs, career fairs, professional associations, and/or universities in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating their gaps.
- Although this is Toromont Industries Ltd.'s first compliance assessment, it should be noted that tremendous efforts and initiatives have already been put into place and many more continue to be explored in hopes of meeting their established goals. The initiatives and commitments include, a clear and precise policy statement that accompanies the Self-ID questionnaire for all new employees; update and enhance their external Marketing and Communications strategies, as well as, reinforce employee communications and joint-work opportunities; expand to broader recruiting markets; include several diverse training courses and workshops (not all specific to employment equity however, still great initiatives); review their internal growth requirements and procedures; and, finally, understanding their current challenges and continuously seeking opportunities for improvement, Toromont Industries Ltd. is able to set clear and precise goals in an attempt to close the gaps identified over the next three years.

Name of Analyst: Céline Brown

Date: April 1, 2019

Nyirasafari, Ange AN [NC]

From: Brown, Celine E [NC] on behalf of EE-EME
Sent: April 3, 2019 2:31 PM
To: 'lkorbak@toromont.com'
Cc: 'Maria Vomiero'
Subject: Government of Canada Agreement Number: 10000675 – Notification of Compliance with the FCP

Cette information est également disponible en français sur demande.

Dear Lynn M. Korbak:

I am writing to inform you that the compliance assessment initiated on March 7, 2019 has been completed. As a result of the assessment, Toromont Industries Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of Toromont Industries Ltd.'s employment equity program.

- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in all four designated groups, the organization may consider forging links with trade programs, career fairs, professional associations, and/or universities in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating their gaps.
- Although this is Toromont Industries Ltd.'s first compliance assessment, it should be noted that tremendous efforts and initiatives have already been put into place and many more continue to be explored in hopes of meeting their established goals. The initiatives and commitments include, a clear and precise policy statement that accompanies the Self-ID questionnaire for all new employees; update and enhance their external Marketing and Communications strategies, as well as, reinforce employee communications and joint-work opportunities; expand to broader recruiting markets; include several diverse training courses and workshops (not all specific to employment equity however, still great initiatives); review their internal growth requirements and procedures; and, finally, understanding their current challenges and continuously seeking opportunities for improvement, Toromont Industries Ltd. is able to set clear and precise goals in an attempt to close the gaps identified over the next three years.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on March 7, 2022. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Toromont Industries Ltd. is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form 1 to 6) at the national level.
2. A current workforce analysis; and

3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

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

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact Céline Brown at Celine.Brown@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Toromont Industries Ltd. 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!