Employment and Emploi et Social Development Canada Développement social Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - B OFFICIAL USE ONLY Agreement N°:

#### Agreement to Implement Employment Equity

73,77111			· ***	-quity				
☐ New Agreement	(All sections f	nust be complet	ea)					
Revised Agreement								
	ORG/	NIZATION						
Legal Name of Organization			Parent company	is located outside	Canada			
Ford Motor Company of Canada	, Limited			√ Yes	No			
				<u> </u>	-1°''			
Operating Name (if different from Legal Name o	f Organization)		Business Numb	)4		***************************************		
			employees in Cana Time and/or Part-1		7,965			
Organization's North American Industry Classific To find your organization's four-digit NAICS cod		Number	Number Federally Regulated					
http://www.statcan.gc.ca/subjects-sujets/standa		st-liste-eng.htm						
3361		***************************************	1 1048101081	y rioguiaicu				
	HEA	D OFFICE						
Address (building number, street, suite, etc.) The Canadian Road		City		Province	Postal Code			
P.O. Box 2000		Oakville Telephone Number		Ontario	L6J 5E4			
		(905) 845-25						
	EMPI OVMENT	EQUITY CONT	ACT					
Name (print)		Title	101					
		Manager, HRE						
	E-mail Address			Preferred Languag				
905-845-2511				✓ English	☐ Fren	ıcn		
	CERT	IFICATION						
The above-named organization:								
having a combined workforce of 100 o	r more permanent full-tim	e and permanent p	art-time employ	ees in Canada,	AND			
<ul> <li>intending to bid on, or being in receipt Supply Arrangement, valued at \$1,000</li> </ul>			contract, standir	ig offer or contra	ct issued und	der a		
hereby certifies its commitment to impleme			going basis, bev	ond the period o	f the procure	ement		
instrument, in keeping with the Federal Co	ontractors Program requir	ements. For more i						
please refer to: http://www.esdc.gc.ca/eng/								
Important note: If an audit of the Agreeme the procurement instrument(s) with the Go			ers misrepresent	ation on the part	of the organ	iization,		
					***************************************			
NOTE: The simple of the Chief		NATORY						
NOTE: The signatory must be the Chief E contract on behalf of the organiza		umonzeu person m	i an executive bi	usiduri widi regar	aumonity (O :	siyii a		
Name (print)		Title				***************************************		
Telephone Number	E-mail Address	VP, General	Counsel &	Secretary   Preferred Langu	and of Porraer	oordanca		
905-845-2511	C mas reds cos			Frederica Langu		rench		
Signature		Date (YYYY-MM-DE	γ.	L	·			
		015-10-27						
Political Control of the Control of		020 10 2			***************************************	***************************************		
Priva The information you provide on this form is colle	cted under the authority of s	ection 42 of the Emo	losment Faulty Ar	f to determine vous	eliaibiliby for t	he Federal		
Contractors Program (FCP).	and an action of the second of the second	www.	ojinoni wyony no	, w word in the year	unganny rui e	100 1 000100		
Completion of this form is mandatory. Refusal to bid List, loss of the right to bid on federal gov	o provide personal informatio ernment goods or services o	n will result in the org ontracts of any value	anization's name and may also res	being placed on th ult in the termination	e FCP Limited in of the contri	i Eligibility act		
The information you provide may be used and/o disclosures of your personal information will nev				. However, these a	dditional uses	and/or		
Your personal information is administered in act your personal information, which is described in government publication entitled <i>Info Source</i> , whaccessed online at any Service Canada Centre.	Personal Information Bank I ich is available at the followi	ESDC PPU 721. Instr	uctions for obtaini	ng this information	are outlined in	n the		
		NSTRUCTIONS						
IMPORTANT			··········					
The signed Agreement to Implement	t Employment Equity fo	rm must be sent t	o the Labour P	rogram by				
e-mail at: ee-eme@hrsdc-rhdcc.gc.d			wwwV41 f	5· ····· · · · /				

#### Emploi et Développement social Canada

### APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) <u>Ford Motor Company of Canada, Limited</u> (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) <u>060169</u>, agree to the following statements:

- 1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
- 2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.

3.		 1 1 1	
ο,			

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

Name:		Position Title: VP, Secretary
-------	--	-------------------------------



Emploi et

Email address

Telephone number: 905-845-2511 x

Business address: The Canadian Road, P.O. Box 2000, Oakville, ON L6J 5E4

Signature:

Date: Neremore - 19

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

Sent: November 28, 2017 8:11 AM

To: ; EE-EME <ee-eme@hrsdc-rhdcc.gc.ca> Cc: | Normandin, Ward W [NC] <ward.normandin@labour-travam.gc.cu

Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information

Good afternoon,

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

As requested, we hereby grant you an extension until March 30th, 2018.

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

#### Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program Employment and Social Development Canada / Government of Canada maurice.vakibonge@labour-travail.gc.ca / Tel: 819-654-6099

----Original Message-----

From:

Sent: November-27-17 12:13 PM

To: EE-EME

Cc:

Subject: Application for Extension to Submit Compliance Assessment Information - Ford Motor Company of Canada, Limited - Agreement to Implement Employment Equity # 060169

Good afternoon.

Attached please find the above noted application, executed by our Vice President & Secretary, on behalf of Ford Motor Company of Canada, Limited as requested.

Regards:

Litigation Law Cierk, Legai Assistant Office of the General Counsel, 691A Ford Motor Company of Canada, Limited The Canadian Road, Oakville, ON L6J 5E4 Ph) 905-845-2511 ext 1

Fx) 905 015 5350

⊬@tora.com

This communication contains confidential information. It may also contain (and if labeled "Privileged and Confidential" does contain) information that is legally privileged. If you have received this communication in error, please notify me by return email and delete this communication immediately.

-----Original Message----From:
Sent: Monday, November 27, 2017 12:01 PM
To:
Subject:

Please open the attached document. This document was digitally sent to you using an HP Digital Sending device.

#### EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION AND REPORT SUMMARY

Name of Employer	Full Legal Name				Common or Business Name							
	Ford Motor Compa	any of Cana	ada, Limit	ed.	Ford							
Address	Address of Princip				Mailing Address							
	The Canadian Roa P.O. Box 2000 Oakville, Ontario				The Canadian Road P.O. Box 2000 Oakville, Ontario L6J 5E4							
Officers	Name of Chief Exe	ecutive Offi	cer of Em	ployer	Name of Office Equity	er Responsib	le for E	mploym	nent			
	Position Title President & CEO				Position Title Vice President, General Counsel and Secretary  Telephone Nur 905-845-2511							
Industrial Sector	Industrial Sector		No. of E	mployees		CMAs	1.7	Provir	nces			
				* *		Montreal	28	QC	28			
	Motor Vehicle		7654			Ottawa	167	ON	7514			
	Manufacturing NCAICS Code #3	361				Toronto	5404	AB	112			
					Geographical	Waterloo	99					
					Areas	Windsor	1844					
						Edmonton	112					
Employment Status Categories	Number of Permanent Full Time Employees	Number Permane Time Em	nt Part	Number of Temporary Employees		Total Employees			7654			
	7654					in Canada						

## EMPLOYMENT EQUITY REPORT FORD MOTOR COMPANY OF CANADA, LIMITED OCCUPATIONAL GROUPS: PERMANENT FULL-TIME EMPLOYEES

As of December 31, 2017

										Form 2	
			ALL F	EMPLOYEES	PER	SONS WITH	ABORIGINAL	PEOPLES M	EMBERS OF	VISIBLE	
OCC GRP	TOP AND BOTTOM	QUARTER	TOTAL	MEN WON	MEN TOTAL	MEN WOMEN	TOTAL MEN	WOMEN TO	OTAL MEN	WOMEN	
04 Carias Managas	OF RANGE										
01 - Senior Managers											
OO Middle 9 Other Menerous											
02 - Middle & Other Managers											
03 - Professionals											
03 - 1 1016551011815											
04 - Semi-Professionals and Technicians											
or cerni i refessionale and resimilarite											
05 - Supervisors											
06 Supervisors Crafts & Trades											
07 Admin & Senior Clerical											
09 - Skilled Crafts and Trades Workers											
•											

#### EMPLOYMENT EQUITY REPORT FORD MOTOR COMPANY OF CANADA, LIMITED

#### OCCUPATIONAL GROUPS: PERMANENT FULL-TIME EMPLOYEES Cont'd

As of December 31, 2017

									J =
OCC GRP	TOP AND BOTTOM QUA		EMPLOYEES MEN WOMEN	PERSONS V TOTAL MEN			PEOPLES MEME WOMEN TOTA		
10 - Clerical Personnel	() AAN								•
11 Intermediate Sales & Services									
12 - Semi-Skilled Manual Workers									
13 - Other Sales and Service Personnel									
14 - Other Manual Workers									
TOTAL		7654	6535 1119	121 108	13	132 111	20 84:	3 733	115

#### EMPLOYMENT EQUITY REPORT FORD MOTOR COMPANY OF CANADA, LIMITED

#### SALARY SUMMARY: PERMANENT FULL-TIME EMPLOYEES

As of December 31, 2017

												1 01111 3		
	ALI	EMPLO	/EES	Р	ERSON!	SONS WITH ABORIGINAL PEOPLES			PEOPLES	MEMBERS OF VISIBLE				
SALARY RANGES	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN		
UNDER \$15,000														
\$15,000 - \$19,999														
\$20,000 - \$24,999														
\$25,000 - \$29,999														
\$30,000 - \$34,999														
\$35,000 - \$37,499														
\$37,500 - \$39,999														
\$40,000 - \$44,999														
\$45,000 - \$49,999														
\$50,000 - \$59,999														
\$60,000 - \$69,999														
\$70,000 - \$84,999														
\$85,000 - \$99,999														
\$100,000 AND OVER														
TOTAL	76	54 6535	111	9 12	1 108	3 1:	3 132	2 1	12 2	20 84	I3 73	33 110		

EMPLOYMENT EQUITY REPORT FORD MOTOR COMPANY OF CANADA, LIMITED													
	HIRES: PERMANENT FULL-TIME EMPLOYEES												
January 1, 2016 to December 31, 2017													
Form 4													
OCCUPATIONAL GROUP	ALI TOTAL	_EMPLO	YEES WOMEN	PER TOTAL	SONS \ MEN			INAL PEOF		MEMBE TOTAL	RS OF \ MEN	ISIBLE WOMEN	
01 Senior Managers													
02 Middle and Other Managers													
03 Professionals													
04 Semi-Professionals & Technicians													
05 Supervisors													
06 Supervisors Crafts & Trades													
07 Admin & Senior Clerical													
09 - Skilled Crafts and Trades Workers													
10 Clerical Personnel													
11 Intermediate Sales & Service													
12 - Semi-Skilled Manual Workers	400	420	70	2	_	_	_	4	<b>a</b> 1	404	140	201	
TOTAL	492	420	72	2	2	0	5	4	1	181	149	32	

	·	EMPL	OYMENT	EQUITY	REPORT	Ī				,		
	FORD I	MOTOF	R COMPA	NY OF C	CANADA,	LIMITE	D					
	PROMOTIC	ONS: F	PERMANE	NT FUL	L-TIME E	MPLO	YEES					
January 1, 2016 to December 31, 2017												
Form 5												
	ALL	EMPLO'	YEES	PEF	SONS WITH	Н	ABORIG	INAL PEOPL	ES	MEMBE	ERS OF	VISIBLE
OCCUPATIONAL GROUP	TOTAL	MEN	WOMEN	TOTAL	MEN N	OMEN	TOTAL	MEN WOI	MEN	TOTAL	MEN	WOMEN
01 Senior Managers												
02 Middle and Other Managers												
03 Professionals												
04 Semi-Professionals and Technicians												
05 Supervisors												
06 Supervisors Crafts & Trades												
09 - Skilled Crafts and Trades Workers												
10 Clerical Personnel												
11 Intermediate Sales & Service												
TOTAL	151	110	41	0	0	0	0	0	0	35	30	5

EMPLOYMENT EQUITY REPORT													
	FC	RD N	/IOTOF	COMPA	NY OF (	CANAC	A, LIMITE	ED					
TERMINATIONS: PERMANENT FULL-TIME EMPLOYEES													
January 1, 2016 to December 31, 2017													
Form 6													
OCCUPATIONAL GROUP	то	ALL DTAL	MEN MEN	YEES WOMEN	PEF TOTAL	SONS MEN	WITH WOMEN	ABORIG TOTAL		OPLES WOMEN			VISIBLE WOMEN
01 Senior Managers													
02 Middle and Other Managers													
03 Professionals													
05 Supervisors													
06 Supervisors Crafts & Trades													
07 Admin & Senior Clerical													
09 - Skilled Crafts and Trades Workers													
10 - Clerical Personnel													
11 Intermediate Sales & Service													
12 - Semi-Skilled Manual Workers													
13 - Other Sales and Service Personnel													
TOTAL		821	717	104	32	29	3	16	12	4	76	68	8

## Ford Motor Company of Canada, Limited WOMEN

31-Dec-17

Occupational Group & Occupational Level				All Women						
	Employees	Representation	Availability	Gap	Geographic Location of					
	# #	# %	% #*	#*	Recruitment					
1 Senior Managers										
Employment Equity Occupational Group (EEOG)					National					
2 Middle & Other Managers										
Employment Equity Occupational Group (EEOG)					National					
3 Professionals										
					Vational					
					Vational					
					Vational					
					Vational					
					Vational					
					Vational					
					Vational					
					Vational					
	5				Vational					
					Vational					
					Vational					
					Vational					
					Vational					
					Vational					
					Vational					
4 Semi-Professionals & Technicians										
					Provincial					
					Provincial					
					Provincial					
					Provincial					
					Provincial					
					Provincial					
					Provincial					
5 Supervisors										
					CMA					
					CMA					
6 Supervisors: Crafts & Trades										
					Provincial					
					Provincial					
7 Administrative & Senior Clerical Personnel										
Employment Equity Occupational Group (EEOG)					CMA					
8 Skilled Sales & Service Personnel										

NOC Occupational Title Provincial

9 Skilled Crafts & Trades Workers		
		Provincial
10 Clerical Personnel		
		CMA
11 Intermediate Sales & Service Personnel		
		CMA
		CMA
		CMA
12 Semi-Skilled Manual Workers		
Employment Equity Occupational Group (EEOG)		CMA
13 Other Sales & Service Personnel		
		CMA
		CMA
14 Other Manual Workers		
Employment Equity Occupational Group (EEOG)		CMA
Grand Total	7,654 1,119 14.6% 20.9% 1,600 -4	183

<sup>\*</sup> Totals may not equal the sum of components due to rounding.

## Ford Motor Company of Canada, Limited ABORIGINAL PEOPLES

31-Dec-17

Occupational Group & Occupational Level  1 Senior Managers Employment Equity Occupational Group (EEOG)  2 Middle & Other Managers Employment Equity Occupational Group (EEOG)  3 Professionals	mployees #	Representation # %	Ava %	ilability #*	Gap #*	National
Employment Equity Occupational Group (EEOG)  2 Middle & Other Managers Employment Equity Occupational Group (EEOG)	#	# %	%	#*	#*	National
Employment Equity Occupational Group (EEOG)  2 Middle & Other Managers Employment Equity Occupational Group (EEOG)						National National National National National National National National National
2 Middle & Other Managers Employment Equity Occupational Group (EEOG)						National National National National National National National National National
Employment Equity Occupational Group (EEOG)						National National National National National National National National
						National National National National National National National National
3 Professionals						National National National National National
						National National National National National
						National National National National
						National National National National
						National National National
						National National
						National
						National
						National
						National
						National
						National
						National
						National
						National
4 Semi-Professionals & Technicians						
						Provincial
						Provincial
						Provincial
						Provincial
						Provincial
						Provincial
5 Supervisors						CMA
6 Supervisors: Crafts & Trades						CMA
6 Supervisors: Crafts & Trades						Provincial
						Provincial Provincial
7 Administrative & Senior Clerical Personnel						1 TOVIIICIAI
Employment Equity Occupational Group (EEOG)						CMA
8 Skilled Sales & Service Personnel						CIVIA
NOC Occupational Title						Provincial
1100 Occupational Filic						1 10 v III Clai

9 Skilled Crafts & Trades Workers						
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
						vincial
10 Clerical Personnel						
						ΙA
						ſΑ
						ΙA
						ΙA
						ΙA
						ΙA
						[A
11 Intermediate Sales & Service Personnel						
						ΙA
						ΙA
						[A
12 Semi-Skilled Manual Workers						
Employment Equity Occupational Group (EEOG)						[A
13 Other Sales & Service Personnel						
						ĺΑ
						IΑ
14 Other Manual Workers						
Employment Equity Occupational Group (EEOG)						<u>IA</u>
Grand Total	7,654	132	1.7%	1.1%	86] 46]	

### Ford Motor Company of Canada, Limited PERSONS WITH DISABILITIES

31-Dec-17

Occupational Group	All	Persons	with Disabi	ilities	Geographic
& Occupational Level	Employees	Representation	Availabi	lity Gap	Location of
•	#	# %	%	#* #*	Recruitment
1 Senior Managers			4.3%		National
Employment Equity Occupational Group (EEOG)			4.3%		
2 Middle & Other Managers			4.3%		National
Employment Equity Occupational Group (EEOG)			4.3%		
3 Professionals			3.8%		National
Employment Equity Occupational Group (EEOG)			3.8%		
4 Semi-Professionals & Technicians			4.6%		National
Employment Equity Occupational Group (EEOG)			4.6%		
5 Supervisors			13.9%		National
Employment Equity Occupational Group (EEOG)			13.9%		
6 Supervisors: Crafts & Trades			7.8%		National
Employment Equity Occupational Group (EEOG)	***************************************		7.8%		
7 Administrative & Senior Clerical Personnel			3.4%		National
Employment Equity Occupational Group (EEOG)			3.4%		
8 Skilled Sales & Service Personnel			DIV/0!		National
Employment Equity Occupational Group (EEOG)					
9 Skilled Crafts & Trades Workers			3.8%		National
Employment Equity Occupational Group (EEOG)			3.8%		
10 Clerical Personnel			7.0%		National
Employment Equity Occupational Group (EEOG)			7.0%		
11 Intermediate Sales & Service Personnel			5.6%		National
Employment Equity Occupational Group (EEOG)			5.6%		
12 Semi-Skilled Manual Workers			4.8%		National
Employment Equity Occupational Group (EEOG)			4.8%		
13 Other Sales & Service Personnel			6.3%		National
Employment Equity Occupational Group (EEOG)			6.3%		
14 Other Manual Workers			5.3%		National
Employment Equity Occupational Group (EEOG)			5.3%		
Grand Total	7,654	121 1.6%	4.8%	371 -250	

<sup>\*</sup> Totals may not equal the sum of components due to rounding.

Source: 2001 Participation and Activity Limitation Survey (PALS)

## Ford Motor Company of Canada, Limited MEMBERS OF VISIBLE MINORITIES

31		<b>n</b>		- 1	_
<b>1</b> I	_	- 11	20	- 1	-

Occupational Group	All	Members o	of Visible Minorit	ies	Geographic
& Occupational Level	Employees	Representation	Availability	Gap	Location of
_	#	# %	% #*	#*	Recruitment
1 Senior Managers					
Employment Equity Occupational Group (EEOG)			10.1%		National
2 Middle & Other Managers					
Employment Equity Occupational Group (EEOG)			15.0%		National
3 Professionals					
					National
					National National
					National National
					National National
					National
					National
4 Semi-Professionals & Technicians			<u></u> -		Ivational
- (California (Cal					Provincial
5 Supervisors					
					CMA
					CMA
6 Supervisors: Crafts & Trades					
					Provincial
					Provincial
7 Administrative & Senior Clerical Personnel					
Employment Equity Occupational Group (EEOG)			37.3%		CMA
8 Skilled Sales & Service Personnel			#		
NOC Occupational Title					Provincial

9 Skilled Crafts & Trades Workers	16.1%	
		rovincial
		Provincial
		rovincial
		Provincial
		Provincial
10 Clerical Personnel		
		CMA
11 Intermediate Sales & Service Personnel		
		CMA
		CMA
		CMA
12 Semi-Skilled Manual Workers		
Employment Equity Occupational Group (EEOG)	46.4%	CMA
13 Other Sales & Service Personnel		
		CMA
		CMA
14 Other Manual Workers		
Employment Equity Occupational Group (EEOG)	51.8%	CMA
Grand Total	7,654 844 11.0% 39.4% 3,019 -2,175	

<sup>\*</sup> Totals may not equal the sum of components due to rounding.

#### Ford Motor Company of Canada, Limited

31-Dec-17

Occupational Group	All		1	Vomen				Aborigi	nal Peoples			Persons	with Disabilities		Members	of Visible Minorit	ties
	Employee	Repres	entation	Availabi	lity	Gap	Represe	entation	Availability	Gap	Represe	entation	Availability	Gap	Representation	Availability	Gap
	#	#	%	<u>%</u>	#*	#*	#	%	% #*	#*	#	%	% #*	#*	# %	% #*	#*
1 Senior Managers				27.4%					2.9%				4.3%	,	î.	10.1%	
2 Middle & Other Managers				38.9%					2.2%				4.3%			15.0%	
3 Professionals				22 007									3.8%				
4 Semi-Professionals & Tech.													4.6%				
5 Supervisors													13.9%				
6 Supervisors: Crafts & Trades													7.8%				
7 Admin. & Senior Clerical													3.4%				
8 Skilled Sales & Service													₽DIV/0!				
9 Skilled Crafts & Trades													3.8%				
10 Clerical Personnel													7.0%				
11 Intermediate Sales & Service													5.6%				
12 Semi-Skilled Manual Workers													4.8%			,	
13 Other Sales & Service													6.3%				
14 Other Manual Workers													5.3%				
Grand Total	7,65	54   1,119	14.6%	20.9%	1,600	-483	132	1.7%	1.1%	6 46	121	1.6%	4.8% 371	-250	844 11.09	6 39.4% 3,019	9 -2,175

<sup>\*</sup> Totals may not equal the sum of components due to rounding.

Sources: 2001 Census of Canada and 2001 Participation and Activity Limitation Survey (PALS)

# Federal Contractors Program Achievement Report Part 1: Workforce Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31]

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from Su	bsequent/Curre	nt Workforce
	Analysis	
Ţ	$\downarrow$	$\downarrow$

Data from Fi	rst/Previous Workf	orce Analysis
Duta Hom II.	SUITE HOUS WOLK	or co rinary sis
YYYY	MM	DD
2015	12	31

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2017	12	31

		Table I: Women	1
	First/Pi	evious Workforce	Analysis
Employment Equity Occupational Cycum (EEOC)	All Employees	Wo	men
Employment Equity Occupational Group (EEOG)		Representation	Availability*
	#	#	0/0

1	Table 5: Women	l
Subsequen	t/Current Workfor	ce Analysis
All Employees	Wor	men
	Representation	Availability*
#	#	0/0

	romant l'arritre (la compational ('maron (l'U/M')		1	222
Embio	yment Equity Occupational Group (EEOG)		Representation	
		#	#	
01	Senior Managers			
02	Middle & Other Managers			
03	Professionals			
04	Semi-Professionals & Technicians			
05	Supervisors			
06	Supervisors: Crafts & Trades			
07	Administrative & Senior Clerical Personnel			
08	Skilled Sales & Service Personnel			
09	Skilled Crafts & Trades Workers	1.		
10	Clerical Personnel			
11	Intermediate Sales & Service Personnel			
12	Semi-Skilled Manual Workers	5.		
13	Other Sales & Service Personnel			
14	Other Manual Workers			
Total		7,957	1,143	

7,654	1,119	20.9

Fore	l of (	Canac	la gen	erated	Empl	ovment	Equity	Reports	
* 50	urce	):							

22.3

* Source:				
Ford of Car	ada generated	l Employmen	t Equity Re	ports

#### **Federal Contractors Program Achievement Report** Part 1: Workforce Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31] Data from Subsequent/Current Workforce Data from First/Previous Workforce Analysis Analysis Data from Subsequent/Current Workforce Analysis Data from First/Previous Workforce Analysis YYYY DD DD MM YYYY MM 2015 12 31 2017 12 31 **Table 2: Aboriginal Peoples Table 6: Aboriginal Peoples** Subsequent/Current Workforce Analysis First/Previous Workforce Analysis All Employees **Aboriginal Peoples** All Employees **Aboriginal Peoples** Employment Equity Occupational Group (EEOG) Representation Availability\* Representation Availability\* # % # % Senior Managers Middle & Other Managers 02 03 Professionals Semi-Professionals & Technicians Supervisors 05 Supervisors: Crafts & Trades 06 Administrative & Senior Clerical Personnel 07 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers Clerical Personnel 10 Intermediate Sales & Service Personnel 11 Semi-Skilled Manual Workers 12 Other Sales & Service Personnel 13 Other Manual Workers 14 7,957 142 2.4 7,654 132 1.1 Total

* Source:	* Source:
Ford of Canada generated Employment Equity Reports	Ford of Canada generated Employment Equity Reports

#### **Federal Contractors Program Achievement Report** Part 1: Workforce Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31] Data from Subsequent/Current Workforce Data from First/Previous Workforce Analysis Analysis Data from Subsequent/Current Workforce Analysis Data from First/Previous Workforce Analysis DD YYYY MM DD YYYY MM 2015 12 31 2017 12 31 **Table 3: Members of Visible Minorities Table 7: Members of Visible Minorities** First/Previous Workforce Analysis Subsequent/Current Workforce Analysis All Employees Members of Visible Minorities All Employees Members of Visible Minorities Employment Equity Occupational Group (EEOG) Representation Availability\* Representation Availability\* # # % # # % Senior Managers 02 Middle & Other Managers 03 Professionals Semi-Professionals & Technicians 05 Supervisors Supervisors: Crafts & Trades 06 Administrative & Senior Clerical Personnel 07 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers Clerical Personnel Intermediate Sales & Service Personnel 11 Semi-Skilled Manual Workers 12 13 Other Sales & Service Personnel 14 Other Manual Workers 7,957 716 7,654 843 Total 24.4 39.4 \* Source: \* Source:

Ford of Canada generated Employment Equity Reports

Ford of Canada generated Employment Equity Reports

#### **Federal Contractors Program Achievement Report** Part 1: Workforce Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31] Data from Subsequent/Current Workforce Data from First/Previous Workforce Analysis Analysis Data from Subsequent/Current Workforce Analysis Data from First/Previous Workforce Analysis DD DD YYYY MM YYYY MM 2015 12 31 2017 12 31 **Table 4: Persons with Disabilities Table 8: Persons with Disabilities** First/Previous Workforce Analysis Subsequent/Current Workforce Analysis All Employees Persons with Disabilities All Employees Persons with Disabilities Employment Equity Occupational Group (EEOG) Representation Availability\* Representation Availability\* # # % # % 01/02 | Managers Professionals 03 04 Semi-Professionals & Technicians Supervisors 05 Supervisors: Crafts & Trades 06 Administrative & Senior Clerical Personnel 07 Skilled Sales & Service Personnel 08 Skilled Crafts & Trades Workers 10 Clerical Personnel Intermediate Sales & Service Personnel 11 Semi-Skilled Manual Workers 12 Other Sales & Service Personnel 13 14 Other Manual Workers 7,957 151 7,654 4.9 121 4.8 Total \* Source: Source:

Ford of Canada generated Employment Equity Reports

Ford of Canada generated Employment Equity Reports

Total

## Federal Contractors Program Achievement Report Part 2: Flow Data Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31]

		Start YYYY	Date of Flow MM	v Data DD	End I	Date of Flow MM	/ Data DD					
		2016	1	1	2017	12	31					
	Data	from Forn His		loyees	Data		m 5 - Emp noted	loyees	Data	from Forn Termi		loyees
	<b></b>	<b></b>	<b>\</b>	$\longrightarrow$		<b></b>	<b>\</b>	$\overline{}$	<b></b>	<b>_</b>	<b>\</b>	<b></b>
			Women				Women				Women	
	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	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
	#	#	#	#	#	#	#	#	#	#	#	#
<ul> <li>O1 Senior Managers</li> <li>O2 Middle &amp; Other Managers</li> <li>O3 Professionals</li> <li>O4 Semi-Professionals &amp; Technicians</li> <li>O5 Supervisors</li> <li>O6 Supervisors: Crafts &amp; Trades</li> <li>O7 Administrative &amp; Senior Clerical Personnel</li> <li>O8 Skilled Sales &amp; Service Personnel</li> <li>O9 Skilled Crafts &amp; Trades Workers</li> <li>10 Clerical Personnel</li> <li>11 Intermediate Sales &amp; Service Personnel</li> <li>12 Semi-Skilled Manual Workers</li> <li>13 Other Sales &amp; Service Personnel</li> <li>14 Other Manual Workers</li> </ul>												

#### Federal Contractors Program Achievement Report

#### Part 2: Flow Data Analysis

#### Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	1	1

End I	Date of Flow	Data
YYYY	MM	DD
2017	12	31

								<u> </u>				
	Data	from Forn His	-	loyees	Data	from Fori Pron	n 5 - Emp 1oted	loyees	Data from Form 6 - Employees Terminated			
		<b>+</b>	<b>\</b>	<b>↓</b>	<b>—</b>	<b>\</b>	<b>\</b>	<b>→</b>		<b>\</b>	<b>\</b>	<u> </u>
	Tal	ole 2: Abor	iginal Pec	ples		ole 6: Abor	riginal Pec	ples	Tab	le 10: Abo	riginal Pe	oples
	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	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
	#	#	#	#	#	#	#	#	#	#	#	#
<ul> <li>Senior Managers</li> <li>Middle &amp; Other Managers</li> <li>Professionals</li> <li>Semi-Professionals &amp; Technicians</li> <li>Supervisors</li> <li>Supervisors: Crafts &amp; Trades</li> <li>Administrative &amp; Senior Clerical Personnel</li> <li>Skilled Sales &amp; Service Personnel</li> <li>Skilled Crafts &amp; Trades Workers</li> <li>Clerical Personnel</li> <li>Intermediate Sales &amp; Service Personnel</li> <li>Semi-Skilled Manual Workers</li> <li>Other Sales &amp; Service Personnel</li> </ul>												
14 Other Manual Workers Total	492	5	0	0	151	l o	0	0	821	16	0	0

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

Total

#### **Federal Contractors Program Achievement Report** Part 2: Flow Data Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31] Start Date of Flow Data End Date of Flow Data YYYY MM DD YYYY MM DD 2016 2017 12 31 Data from Form 4 - Employees Data from Form 5 - Employees Data from Form 6 - Employees Hired Promoted Terminated **Table 3: Persons with Disabilities Table 7: Persons with Disabilities Table 11: Persons with Disabilities** Part-time / National Part-time / National Full-time / National Full-time / National Full-time / National Part-time / National All Persons with **Employment Equity Occupational Group Employees** Disabilities **Employees** Disabilities Employees Disabilities Employees Disabilities Employees Disabilities **Employees** Disabilities (EEOG) Hired Hired Hired Hired Promoted Promoted Promoted Promoted Terminated Terminated Terminated Terminated # # # # # # # # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel

0

151

0

0

492

2

0

0

821

32

0

0

10 Clerical Personnel

11 Intermediate Sales & Service Personnel

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

Total

#### **Federal Contractors Program Achievement Report** Part 2: Flow Data Analysis Ford Motor Company of Canada, Limited [Date: 2017-12-31] End Date of Flow Data Start Date of Flow Data YYYY MM DD YYYY MM DD 2016 2017 12 31 Data from Form 4 - Employees Data from Form 5 - Employees Data from Form 6 - Employees Hired Promoted Terminated **Table 4: Members of Visible Minorities Table 8: Members of Visible Minorities** Table 12: Members of Visible Minorities Full-time / National Part-time / National Full-time / National Part-time / National Full-time / National Part-time / National Members of Members of Members of Members of Members of Members of All All All All All All **Employment Equity Occupational Group** Visible Visible Visible Visible Visible Visible **Employees** Employees **Employees Employees Employees** Employees (EEOG) Minorities Minorities Minorities Minorities Minorities Minorities Hired Hired Promoted Terminated Terminated Promoted Hired Hired Promoted Promoted Terminated Terminated # # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers

0

151

35

0

0

821

76

0

492

181

0

0

#### Federal Contractors Program Achievement Report Part 3: Goals Ford Motor Company of Canada, Limited [Date: 2017-12-31]

Analysis   Analysis									[Dai	te. 2017-12	,-01j									
Prom   From   Workforce   Analysis   Workforce   Workforce   Analysis   Workforce   Analysis   Workforce   Workforce   Workforce   Workforce   Analysis   Workforce   Workforce   Workforce   Workforce   Workforce   Analysis   Workforce   Wor										Data	for First/I	Previous (	Goals							
Promote   From   From   Analysis   Workforce   Workforce   Analysis   Workforce   Analysis   Workforce   Workforce   Analysis   Workforce   Workforce   Analysis   Workforce   Workfo	A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	s	Т	U
Sum   Sum	Data sources:	Workforce	Workforce	Data Entry	CxEx3	Data Analysis & Workforce		CxHx3	F+I	Workforce		KxLx3		JxP	Data Entry	Workforce	Workforce	O) - ((C +	K ÷ C	(K - M + O) ÷ (1 + F)
Composition   Procession   Pr		↓ ↓	<b>\</b>	<u> </u>	,	<u> </u>	<b>\</b>	<b>1</b>	<b>.</b>	<b>1</b>		<b>\</b>	, T	, 1		<b>1</b>	↓ ↓	<b>J</b>	<u> </u>	<u> </u>
Camping   Camp																				
Number   Present Equity   Present   Present Graph (FEOG)   Present										First	/Previous SI	ort-term (	Goals							
Number   N					All En	aployees										omen				
Part	Employment Equity	Number	Gres	wth (New Posi	itions)				Anticipated	Number	Transcritta (see practice or or		1			-				Projected
The content of the		YYYY-MM-DD	Actual	Pro	jected	Actual	Pro	jected		YYYY-MM-DD	) 			YYYY	-1111		Present Gap			Representation in
01       Senir Mangers       27.4%         02       Middle & Other Managers       38.9%         03       Professionals       30.6%         04       Seni- Professionals & Tech       18.6%         05       Supervisors       36.5%         06       Supervisors Crafts & Trades       14.8%         07       Administrative & Sr Clerical       81.8%         08       Skilled Cafts & Trades       1         01       Clerical Personnel       67.7%         01       Intermediate Sales & Service       38.4%         02       Swil-Skilled Manual       5         03       Other Sales & Service       33.5%         04       The Sales & Service       33.4%         05       The Sales & Service       33.4%         07       The Sales & Service       33.4%	,	2015-12-31	Annually	Annually		Annually	Annually		Years	2015-12-31	Annually		Years	2015	2018			Years		
02       Middle & Other Managers         03       Professionals         04       Foressionals Tech         05       Supervisors         06       Supervisors: Crafts & Trades         07       Administrative & F Clerical         08       Skilled Sales & Service         09       Skilled Crafts & Trades         10       Clerical Personnel         11       Intermediate Sales & Service         12       Seni-Skilled Manual         13       Other Sales & Service         14       Other Sales & Service         15       Other Sales & Service		#	%	%	#	%	%	#	#	#	%	#	#	#	%			#	%	%
14 If ther Manual Workers   24 9%	02 Middle & Other Managers 03 Professionals 4 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual	1														38.9% 30.6% 18.6% 36.5% 14.8% 81.8% 0.0% 2.5% 67.7% 38.4% 20.7%				
	Total	7,957	7 -1.3%		T					1,143	3	,			-				14.4%	6

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

Calculated by using the following formula: ((Current number of 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
	Wor	nen	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Acupational Group (ECOG)	# %	# %	
01 Senior Managers			
02 Middle & Other Managers			
03 Professionals			
04 Semi-Professionals & Tech			
05 Supervisors			
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			

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	Federal Contractors Program Achievement Report
	Part 3: Goals
	Ford Motor Company of Canada, Limited
	[Date: 2017-12-31]
14 Other Manual Workers	
Total	

## Federal Contractors Program Achievement Report Part 3: Goals Ford Motor Company of Canada, Limited [Date: 2017-12-31]

								[		•									
		Data for First/Previous Goals																	
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	↓	Ţ	<b>.</b>	↓ ↓	↓ ↓	1	<u> </u>	<u> </u>	<u> </u>	↓	↓ ↓	<b></b>	1	<u> </u>
										e 3: Abor									
									First/	Previous SI	ort-term (	ioals							
		1		All En	iployees					1		1	111		nal Peoples	1			
Imployment Equity	Number	Gros	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Number	Turnover (R	eplacement of	Hires		3 Year Goals From - To					
	YYYY AM DD	Actual	Peni	ected	Actual Projected		Anticipated Hires Over 3	YYYY-MM-DD	Terminated Employees)		Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)		Accuai			Over 3		Over 3				Over 3	Over 3 Years		T	Availability		Gap	Representation	Years
	2015-12-31	Annually	Annually	Years	Annually	Annually	Years		2015-12-31	Annually	Vears		2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers															2.9%				
02 Middle & Other Managers 03 Professionals															2.2%				
03 Professionals 04 Semi-Professionals & Tech															1.1% 1.7%				
05 Supervisors															1.7%				
06 Supervisors: Crafts & Trades															1.5%				
07 Administrative & Sr Clerical															1.9%				
08 Skilled Sales & Service															0.0%				
09 Skilled Crafts & Trades															3.1%				
10 Clerical Personnel															1.9%				
11 Intermediate Sales & Service															1.4%				
12 Semi-Skilled Manual															2.4%				
13 Other Sales & Service															0.8%				
14 Other Manual Workers	7.057	1 1 20/							1.12						3.4%			1.98/	
Total	7,957	-1.3%	1						142	L					2.4%	-49		1.8%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis † Previous number of employees from Workforce Analysis) - 17 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 Previous Workforce Analysis) + (100 migrature) + (100 migrature

			Table 4: Aboriginal Peoples
	Aberigina	al Peoples	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Occupational Group (EEGG)	# %	# %	
01 Senior Managers	nl no	d d la la	
02 Middle & Other Managers			
03 Professionals			
04 Semi-Professionals & Tech			
05 Supervisors			
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			

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	Federal Contractors Program Achievement Report
	Part 3: Goals
	Ford Motor Company of Canada, Limited
	[Date: 2017-12-31]
14 Other Manual Workers	
Total	

Federal Contractors Program Achievement Report
Part 3: Goals
Ford Motor Company of Canada, Limited
[Date: 2017-12-31]

								[24,	e: 201/-12	,									
		Data for First/Previous Goals																	
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<u> </u>	, J	1	<u> </u>	1 1	1	<u> </u>	↓	1	, 1	1	<b>.</b>	<b>1</b>	, T	<u> </u>	, T	1	1	<u> </u>
										Persons									
									First/	Previous Sh	ort-term (	Coals							
				All Er	mployees					1					th Disabilitie	\$			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement	eplacement of	Hires	3 Year Goals From - To						
Employment Equity	VVVV-MM-DD	Actual	D	jected	Actual Projected			Anticipated Hires Over 3 VVVV ANA	YYYY-MM-DD	Terminated Employees	Employees)	Required		Present		Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	1111-400-00	Actuai	110	1	Actual	110)		Years	**************************************			Over 3 Years			Availability	r resem conp	Gap	Representation	Years
	2015-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-12-31	Annually	Over 3 Years	Italis	2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers															3.8%				
03 Professionals															4.6%				
04 Semi-Professionals & Tech															13.9%				
05 Supervisors															7.8%				
06 Supervisors: Crafts & Trades															3.4%				
07 Administrative & Sr Clerical															0.0%				
08 Skilled Sales & Service 09 Skilled Crafts & Trades															7.0%				
10 Clerical Personnel															5.6%				
11 Intermediate Sales & Service															4.8%				
12 Semi-Skilled Manual															6.3%				
13 Other Sales & Service															5.3%				
14 Other Manual Workers															4.9%				

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

Workforce Analysis + 2x x 100.

		Table 6: Persons with Disabilities
Employment Equity Occupational Group (EEOG)	Persons with Disabilities	Comments
01/02 Managers		
03 Professionals 04 Semi-Professionals & Tech		
05 Supervisors		
06 Supervisors: Crafts & Trades		
07 Administrative & Sr Clerical 08 Skilled Sales & Service		
09 Skilled Crafts & Trades		
10 Clerical Personnel		
11 Intermediate Sales & Service		
12 Semi-Skilled Manual 13 Other Sales & Service		
14 Other Manual Workers		
Total		

Federal Contractors Program Achievement Report
Part 3: Goals
Ford Motor Company of Canada, Limited
[Date: 2017-12-31]

14 Other Manual Workers

7,957 -1.3%

							Federal C		s Program Part 3: Goal		ent Repoi	rt							
							Ford		mpany of C		imited								
									ite: 2017-12										
		Data for First/Previous Goals																	
									Data	lor First/	Previous (	Joals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalen to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
<u>L</u>	<u> </u>	<u></u>	<u></u> ↓	<u> </u>	<u> </u>	<u></u>	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u>'</u> ↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u></u> ↓	<u> </u>	<u> </u>
									Table 7: M				S						
				AHE	aplovees				First	Previous S	hort-term (	oais.	٠.	Iombare of V	/isible Minor	itiae			
						enlacement of	f Terminated							r Goals	istore same	i i			
	Number	Gros	wth (New Posi	itions)	Turnover (Replacement of Terminated Employees)			Anticipated Number		Turnover (Replacement of Terminated Employees)			From - To			Present Gap		Present Representation	Projected Representation in 3
Employment Equity Occupational Group (EEOG)	YYYY AIM-DD	Actual	Pro	jected	Actual Projected			Hires Over 3 VVVV AIM DD		) retinimated Employees)		Required Over 3	1111-1111		Present Availability		Projected Gap		
Occupational Group (ELOG)	2015-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2015-12-31	Annually	Over 3 Years	Years	2015	2018	1				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	9/6
01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors															10.1% 15.0% 29.3% 24.5% 26.7%				
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service															17.8% 20.6% 0.0%				
09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual															11.2% 26.8% 21.6% 27.3%				
13 Other Sales & Service															4.5%				

† Calculated by using the following formula: ((Current number of employees fr nalysis ÷ Previous number of employees from Workforce Analysis)\*\* - 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.

716

4.5% 25.3%

24.4%

-1,226

9.0%

WORKIOICE Allalysis) · 2) X I	JO		
			Table 8: Members of Visible Minorities
Paralle and Paralle	Members of Vis	sible Minorities	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Occupational Group (E.E.OG)	# %	# %	
01 Senior Managers			
02 Middle & Other Managers			
03 Professionals			
04 Semi-Professionals & Tech			
05 Supervisors			
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			

	Federal Contractors Program Achievement Report	
	Part 3: Goals	
	Ford Motor Company of Canada, Limited	
	[Date: 2017-12-31]	
14 Other Manual Workers		
Total		

10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

Total

7,654 -1.3%

								Federal C	Contractors	Program .	Achievem	ent Repoi	rt							
										art 3: Goal										
								Ford	Motor Co			imited								
									[Da	te: 2017-12	-31]									
										Data for	Subseque	ent/Curre	nt Goals							
A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sou	rces:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data	CxHx3	F+I	From Workforce Analysis	Equivalen to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
<u></u>		<u> </u>	↓ ↓	↓	↓ ↓	1	↓	↓	↓ ↓	↓ ↓	1	↓	<u> </u>	↓	<u>↓</u>	<u> </u>	` ↓	↓ ↓	<b>J</b>	<b>↓</b>
										Cabaaaa	Table 9:	Women t Short-teri	or Caulo							
					All En	ployees				Зиожеци	CHII/C GITCH	t Shurt-teri	ii Citais		W	omen				
		Number	Grov	wth (New Posi	tions)	Turnover (Replacement of Terminated Employees)			Anticipated	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals From - To						Projected
	nent Equity ional Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD	1 ermmate	t Employees)	Required Over 3	YYYY	-YYYY Present Availability		Present Gap	Projected Gap	Present Representation	Representation in 3
,	, , , , , , , , , , , , , , , , , , , ,	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-12-31	Annually	Over 3 Vears	Years	2017	2020					Years
02 Mi 03 Pro 04 Sei 05 Suj 06 Suj 07 Ad 08 Ski	nior Managers iddle & Other Managers ofessionals mi-Professionals & Tech pervisors pervisors: Crafts & Trades Iministrative & Sr Clerical illed Sales & Service illed Crafts & Trades	#	9/9	%	#	%	%	#	#	#	<u>%</u>	#	#	#	<b>%</b>	% 27.4% 38.9% 23.7% 19.4% 35.9% 14.9% 80.1% 0.0% 2.3%		<b>Т</b>	W	i e,

† Calculated by using the following formula: ((Current number or employees from workforce Analysis)\*\* -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.

1,119

2.3% 27.2% 38.9%

22.5%

21.8%

32.6%

20.9%

-481

14.6%

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

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		Ford Motor Company of Canada, Limited
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Total		

Federal Contractors Program Achievement Report	
Part 3: Goals	
Ford Motor Company of Canada, Limited	
[Date: 2017-12-31]	

Data Sources   Workforce   Analysis   F) x Q									[Dat	te: 2017-12	-31]									
Prom   Prom   Prom   Prom   Workforce   Workforce   Workforce   Workforce   Workforce   Workforce   Workforce   Workforce   Analysis   Prom   Prom   Workforce   Analysis   Prom   Prom   Workforce   Analysis   Prom   Prom   Workforce   Prom   Workforce   Prom   Workforce   Prom   Prom   Workforce   Prom   Pr										Data for	Subseque	nt/Curre	nt Goals							
Prom   Prom   Workforce   Analysis   Workforce   Workforce   Analysis   Workforce   Analysis   Workforce   Analysis   Workforce   Analysis   Workforce   Analysis   Workforce   Workforce   Analysis   Workforce   Workforce   Workforce   Workforce   Analysis   Workforce   Workforce   Analysis   Workforce	В	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Table   Tabl	es: We	Vorkforce	Workforce	Data Entry	CxEx3	Data Analysis & Workforce		CxHx3	F + I	Workforce		KxLx3		JxP	Data Entry	Workforce	Workforce	O) - ((C +	K ÷ C	(K - M + O) ÷ (C + F)
Substitution   Subs			↓	1	<b>1</b>	<b>J</b>	↓	↓	<b>\</b>	<b>↓</b>	<b></b>	, , , , , ,	↓	1	↓	↓	↓	↓	<b>\</b>	<b></b>
Number   Equity   Sepinal Group (EEO)   Sepinal Group (EEO) (EEO)   Sepinal Group (EEO) (EEO) (EEO)   Sepinal Group (EEO) (E																				
Number   Carpinent Equity   Ca					All En	iplovees				Junacya	Citi Curren	Short terr	a com-		Aborigi	nal Peoples				
Present Grown (EEOG)		Number	Gros	with (New Posit		Turnover (Re	Employees) Antic		Anticinated	Number	Terminated Employees)							Projected	Process	Projected
2017-12-31   Annually   Annually   Ores   Annually   Ores   Care   Car		YYY-MM-DD	Actual	Proj	ected	Actual	<del></del>		Hires Over 3	YYYY-MM-DD	1			YYYY	-YYYY		Present Gap			Representation in 3
01       Senior Managers       2.9%         02       Middle & Other Managers       2.2%         03       Professionals       0.9%         04       Semi-Professionals & Tech       0.9%         05       Supervisors       1.1%         06       Supervisors: Crafts & Trades       0.8%         08       Skilled Sales & Service       0.0%         09       Skilled Crafts & Trades       2.0%         10       Clerical Personnel       0.7%         11       Internediate Sales & Servic       1.8%         12       Semi-Skilled Manual       0.9%	•	2017-12-31	Annually	Annually		Annually	Annually		tears	2017-12-31	Annually		Years	2017	2020					rears
02       Middle & Oher Managers       2.2%         03       Professionals       0.9%         4       Semi-Professionals Tech       1.6%         5       Supervisors       1.1%         66       Supervisors: Crafts & Trades       1.4%         7       Administrative & Sr Clerical       0.8%         8       Skilled Sales & Service       0.0%         10       Clerical Personnel       0.7%         1cl Intermediate Sales & Service       1.8%         15       Semiskilled Manual       0.9%		#	%	%	#	%	%	#	#	#	%	#	#	#	%			#	%	%
Professionals   Professional																				
55         Supervisors         1.1%           66         Upervisors: Crafts & Trades         1.4%           75         Administrative & Sr Clerical         0.8%           86         Skilled Sales & Service         0.0%           95         Skilled Crafts & Trades         2.0%           10         Clerical Personnel         0.7%           11         Intermediate Sales & Service         1.8%           2         Semi-Skilled Manual         0.9%	essionals																			
Supervisors: Crafts & Trades																				
7 Administrative & Sr Clerical       0.8%         8 Skilled Sales & Service       0.0%         9 Skilled Sales & Service       2.0%         10 Clerical Personnel       0.7%         11 Intermediate Sales & Service       1.8%         12 Semi-Skilled Manual       0.9%																				
8 Skilled Sales & Service       0.0%         9 Skilled Crafts & Trades       2.0%         10 Lerical Personnel       0.7%         11 Intermediate Sales & Service       1.8%         12 Semi-Skilled Manual       0.9%																				
9   Skilled Crafts & Trades   2.0%																				
1 Intermediate Sales & Service 1.8% 2.2 Semi-Skilled Manual 1.8% 3.9%																				
12 Semi-Skilled Manual 0.9%	ical Personnel															0.7%				
13 Other Sales & Service 2.2%																				
14 Other Manual Workers     0.8%       6tal     7.654       -1.3%     132       -1.1%     48       1.7%	r Manual Workers		. ,	·																

† Calculated by using the following formula: ((Current number of employees from Workforce 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 (EEOG)	Aboriginal Peoples Short-term Goals  90 90 96	Comments
01         Senior Managers           02         Middle & Other Managers           03         Professionals           04         Semi-Professionals & Tech           05         Supervisors           07         Administrative & Sr Clerical           08         Skilled Sales & Service           09         Skilled Crafts & Trades           10         Clerical Personnel           11         Intermediate Sales & Service           12         Semi-Skilled Manual           13         Other Sales & Service           14         Other Manual Workers		

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	Federal Contractors Program Achievement Report
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	Ford Motor Company of Canada, Limited
	[Date: 2017-12-31]
Total	

# Federal Contractors Program Achievement Report Part 3: Goals Ford Motor Company of Canada, Limited [Date: 2017-12-31]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	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)
	i	.i	<u> </u>	↓	.i	<b>↓</b>	.i	.i	,	<u> </u>	·	i	J	.i	·	·	·	·	<u>.i</u>
									Table 13	: Persons	with Dis	abilities							
									Subsequ	ent/Curren	t Short-teri	m Goals							
				All Er	nployees									Persons wi	th Disabilitie	\$			
	Number	form	vth (New Posi	fione)	Turnover (Re				Number				3 Ye:	r Goals					
imployment Equity	. (danie)			anas		Employees)		Anticipated	- Amiliona		eplacement of Employees)	Hires Required	Fro	m - To	Present		Projected	Present	Projected
Decupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD		• •	Over 3	7777	- YYYY	Availability	Present Gap	Gap	Representation	Representation in . Years
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Itals	2017-12-31	Annually	Over 3 Years	Years	2017	2020					rears
	#	9/	97	1 ears	97	97.	1 ears	#	#	9/	rears #	- 4	n	0/_	%		#	0/	0/
1/02 Managers	<del>"</del>														4.3%				
03 Professionals															3.8%				
04 Semi-Professionals & Tech															4.6%				
05 Supervisors															13.9%				
06 Supervisors: Crafts & Trades															7.8%				
07 Administrative & Sr Clerical															3.4%				
08 Skilled Sales & Service															0.0%				
09 Skilled Crafts & Trades															3.8%				
10 Clerical Personnel 11 Intermediate Sales & Service															7.0% 5.6%				
12 Semi-Skilled Manual															4.8%				
13 Other Sales & Service															6.3%				
14 Other Manual Workers															5.3%				
otal	7,654	-1.3%							121						4.8%			1.6%	

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

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

Persons with Disabilities ort-term Goals  9%  %		Comments	
### T			

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# Federal Contractors Program Achievement Report Part 3: Goals Ford Motor Company of Canada, Limited [Date: 2017-12-31]

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<u> </u>	\ \	<b>↓</b>	<b>.</b>	↓ '	1	<b>↓</b>	\	<b>\</b>	<b>↓</b>	<u> </u>	<b>'</b>	<u> </u>	<b>\</b>	<b>.</b>	<b>\</b>	1	<u> </u>	<b>\</b>
								•	Γable 15: Ν				es						
									Subsequ	ent/Curren	t Short-tern	n Goals							
				All En	ployees										isible Minor	rties			
	Number	Gro	wth (New Posi	tions)		placement of Employees)	rement of Terminated ployees)		Number		eplacement of	Hires		ar Goals m - To					
Employment Equity	YYYY-MM-DD	Actual	Peo	ected	Actual	Proj	ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
ecupational Group (EEOG)		1		Over 3		···········	Over 3	Years		<b>†</b>	Over 3	Over 3 Years		Τ	Availability		Gap	Representation	Years
	2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	Vears		2017	2020					
	#	0/.	1 0%	l #	<del>0</del> /2	97.	# ا	4	1 #	l 9/2	1 #	l #	1 4	0/_	<u>%</u>	#	#	%	%
01 Senior Managers															10.1%				
02 Middle & Other Managers															15.0% 34.8%				
03 Professionals 04 Semi-Professionals & Tech															25.6%				
05 Supervisors															37.3%				
06 Supervisors: Crafts & Trades															17.8%				
07 Administrative & Sr Clerical															37,3%				
08 Skilled Sales & Service															0.0%				
09 Skilled Crafts & Trades	1.6														16.1%				
10 Clerical Personnel	1,														50.5%				
11 Intermediate Sales & Service															25.9%				
12 Semi-Skilled Manual	4 :														46,4%				
13 Other Sales & Service	4,6														26.2%				
14 Other Manual Workers															51.8%				
Total	7,654	-1.3%							843						39.4%		_	11.0%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis + 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 px 100

		Table 16: Members of Visible Minorities
Employment Equity Occupational Group (EEOG)	Members of Visible Minorities Short-term Goals Long-term Goals  %	Comments
01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual 13 Other Sales & Service 14 Other Manual Workers		

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	Federal Contractors Program Achievement Report
	Part 3: Goals
	Ford Motor Company of Canada, Limited
	[Date: 2017-12-31]
Total	

#### Federal Contractors Program Achievement Report Part 4: Results - Women Ford Motor Company of Canada, Limited [Date: 2017-12-31] В C E F G Н K M N 0 P Q R S T U V W D X Y Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow $V \div U x$ $E \div D$ DxG $E \div H$ $Q \div P_X$ K x G ÷ 100 E - H U x F ÷ 100 Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Q - S Flow Data V - X Data sources x 100 Data Analysis Data Analysis Data Analysis x 100 ÷ 100 x 100 Analysis Analysis Analysis Analysis Analysis $\downarrow$ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Women Women All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Expected Difference Actual Expected Difference Employees Actual Difference Gap Expected # % % % % 2015 01 Senior Managers 2017 2015 Middle & Other 02 Managers 2017 2015 03 Professionals 2017 Semi-Professionals & 2015 04 Technicians 2017 2015 05 Supervisors 2017 Supervisors: Crafts & 2015 Trades 2017 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G x$ Part 3: $E \div K \; x$ Part 3: F ÷ I x 100 Part 3: Goals Flow Data ÷ M x 100 Data sources Data Analysis 100 Goals 100 Goals 100 Goals Analysis 1 $\downarrow$ **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Women Women Women Occupational Group Comments (EEOG) Percent of Percent of Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % 2017 01 Senior Managers 2020 2017 Middle & Other 02 Managers 2020 2017 03 Professionals 2020 2013 Semi-Professionals & Technicians 2020 2017 05 Supervisors 2020 2017 Supervience Crafte &

	Federal Contractors Program Achievement Report
	Part 4: Results - Women
	Ford Motor Company of Canada, Limited
	[Date: 2017-12-31]
06 Trades	2020

							Fede	ral Cont	ractors	Progra	ım Achie	vement	Report									
									Part 4:	Results	- Wome	n										
							I	Ford Mo	tor Con	ıpany (	of Canac	la, Limit	ted									
									[Date	e: 2017	-12-31]											
A		ъ	Б Б				-	1 17	· ·	3.5	N.T.							<b>1</b> 1.7	<b>1 1 1 1</b>		<b>V</b>	<b>3</b> .7
A B	C	D	E F	G	Н	I	J	K	<u>L</u>	M	N	О	Р	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	Е-Н	E ÷ H x 100	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
	1	<b></b>	↓ ↓	\	↓	1	↓	<b>,</b>	↓	1	↓	<b>↓</b>	` ↓	<b>\</b>	Ţ	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	Ţ	↓	↓	↓	<u> </u>	↓
lee .				force A	•								т			nalysis						
Employment Equity Occupational Group	Year		1	Workforc w	e omen					Hires	Vomen			Pi	romotic	Ons Women			Te	erminati v	ONS Vomen	
(EEOG)		All Employees	Representation		lability	Gap	EE Result	All Employees	Ac	ctual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Ac	tual	Expected	Difference
	#	#	# %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#		#	#
07 Administrative &	2015																					
Senior Clerical	2017	_																				
08 Skilled Sales & Service Personnel	2017																					
09 Skilled Crafts &	2015																					
Trades Workers	2017																					
10 Clerical Personnel	2015																					
Intermediate Sales &	2017	_																				
11 Service Personnel	2017																					
12 Semi-Skilled Manual	2015																					
Workers	2017																					
Data sources:		Part 2: Flow Data Analysis	Part 2: E÷Dx Flow Data 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x	Part 3: Goals	F ÷ M x 100											
			Analysis		<u></u>			<u> </u>														
		Nov	v Entrants	<u>↓</u>			<u> </u>		↓													
			low Data	-	Short-ter	rm Coo		TOAIS	Long-ter	m Coal	2											
Employment Equity Occupational Group	Year		Women		Wor		15		Long-ter Wor		,					C	ommen	te				
(EEOG)		All Employees	Actual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						ommen					
	#	#	# %	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Administrative &	2017	*	/ /6		<del>  '°  </del>	<sup>70</sup>	1 /0	1	1 /0	70	/6											
07 Senior Clerical	2020																					
08 Skilled Sales &	2017																					
Service Personnel	2020	_																				
09 Skilled Crafts & Trades Workers	2017																					
	2017																					
10 Clerical Personnel	2020																					
11 Intermediate Sales &	2017																					
Service Personnel	2020	_																				
12 Semi-Skilled Manual Workers	2017																					
	1 2020																					

							Feder	al Contr	actors	Progra	m Achie	vement	Report									
										_	- Wome		•									
							F	ord Mot	or Com	pany o	f Canad	a, Limit	ted									
									[Date	e: 2017	-12-31]											
A B	С	D	E F	G	Н	I	T	K	T T	М	N		P		D	s	Т	U	V	W	X	1 1/
A B	<u>: C</u>	u	<u>i L i F</u>	<u> </u>	н	1	J	<u> </u>	<u>L</u>	[ NI	<u> </u>	O	<u> </u>	Q	R		1	L U		<u>; vv</u>	A	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis E ÷ D x 100		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 Analysi	Part 2: Flow Data Analysis	V ÷ U x 100	UxF÷10	0 V - X
		<b></b>	,		↓	<b></b>	·i↓	<del>\</del>	·	··	,	<b>1</b>	·	·↓	<b>1</b>	<u>_</u>	.i		,	·	↓	<del>\</del>
			Worl	cforce An	alysis									Flow	Data A	alysis						
Employment Equity	Year			Workforce						Hires				P	romotic				T	erminat		
Occupational Group (EEOG)		All Employees	Representation	Wor Avails		T 6.	EE Result	All Employees	<u></u>	V tual	Vomen	Difference	All Employees		ual	Women	Difference	All Employees		tual	Women	Low
(===,	#	#	# %	Avaiia %	авину #	Gap #	E.E. Result	#	# 46	**************************************	Expected #	##	#	#	uai %	Expected #	Difference #	#	#	tuai %	Expected #	Difference #
Other Sales & Service Personnel				,							•		•			1					•	
Other Manual Workers	2015																					
Total	2015																					
	2017																					
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis E÷ D:		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											
		 J	J J		J	J	J	J.	<u></u>		i											
			v Entrants	<b>v</b>		•	•	oals	•													
Employment Equity			low Data	!	Short-te	rm Goal			Long-ter	m Goals												
Occupational Group	Year	All	Women		Wo	men			Wor	nen						(	Comme	nts				
(EEOG)		Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
Other Sales & Service	2017	#	# %	#	%	%	%	#	%	9/6	9/6											
Personnel	2017																					
Other Manual	2017																					
Workers	2020																					
Total	2017																					
	2020																					

#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Ford Motor Company of Canada, Limited [Date: 2017-12-31] В C E F G Н K M N 0 P Q R S T U V W D X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow $Q \div P \; x$ Part 2: Flow $V \div U x$ $E \div D$ DxG $E \div H$ $L \div K$ K x G ÷ 100 E - H U x F ÷ 100 Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Q - S Flow Data V - X Data sources x 100 Data Analysis x 100 Data Analysis Data Analysis x 100 ÷ 100 Analysis Analysis Analysis Analysis Analysis 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples** All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Expected Difference Actual Expected Difference Employees Actual Difference Gap Expected # # % % % % # % # # % 2015 01 Senior Managers 2017 2015 Middle & Other 02 Managers 2017 2015 03 Professionals 2017 Semi-Professionals & 2015 04 Technicians 2017 2015 05 Supervisors 2017 Supervisors: Crafts & 2015 Trades 2017 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ I x 100 Part 3: Goals Flow Data ÷ M x 100 Data sources Data Analysis Goals 100 Goals 100 Goals 100 Analysis 1 $\downarrow$ **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity **Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples** Occupational Group Comments (EEOG) Percent of Percent o Percent of Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % 2013 01 Senior Managers 2020 2017 Middle & Other 02 Managers 2020 2017 03 Professionals 2020 2017 Semi-Professionals & Technicians 2020 2017 05 Supervisors 2020 2017 Supervisors: Crafts & Trades 2020 1 agc 20 01 +1 004396

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Ford Motor Company of Canada, Limited
[Date: 2017-12-31]

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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Ford Motor Company of Canada, Limited [Date: 2017-12-31] В C E F G Н K M N 0 P Q R T U V W D S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V \div U x$ $E \div D$ DxG $E \div H$ Part 2: Flow Part 2: Flow U x F ÷ 100 Workforce Workforce E - H Flow Data K x G ÷ 100 L-N Flow Data P x F ÷ 100 Q - S Flow Data V - X Data sources Workforce x 100 Data Analysis Data Analysis Data Analysis x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Representation Availability EE Result Employees Actual Difference Employees Difference Employees Gap Expected Actual Expected Actual Expected Difference # Administrative & 2015 Senior Clerical 2017 2015 Skilled Sales & Service Personnel 2017 2015 Skilled Crafts & Trades Workers 2017 2015 10 Clerical Personnel 2017 Intermediate Sales & 2015 Service Personnel 2017 Semi-Skilled Manual 2015 Workers 2017 Part 2: $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: $E \div K \; x$ Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals 100 Goals Goals Analysis $\downarrow$ **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities (EEOG) Employees Percent of Percent of Percent of Percent of Actual Goal Me Coal Met Goal Met Goal Met % 2017 Administrative & Senior Clerical 2020 2017 Skilled Sales & Service Personnel 2020 2017 Skilled Crafts & Trades Workers 2020 2017 Clerical Personnel 2020 2017 Intermediate Sales & Service Personnel 2020 Semi-Skilled Manual 2017 Workers 2020

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#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Ford Motor Company of Canada, Limited [Date: 2017-12-31] В C D E F G Н K M N 0 P Q R S T U V W X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow $Q \div P \; x$ Part 2: Flow $V \div U x$ $E \div D$ DxG $E \div H$ $L \div K$ K x G ÷ 100 E - H P x F ÷ 100 U x F ÷ 100 Workforce Workforce Workforce Flow Data L-N Flow Data Q - S Flow Data V - X Data sources x 100 Data Analysis x 100 Data Analysis Data Analysis x 100 ÷ 100 Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Expected Difference Actual Difference Employees Actual Difference Gap Expected Expected # % % % 2015 01 Senior Managers 2017 2015 Middle & Other 02 Managers 2017 2015 03 Professionals 2017 Semi-Professionals & 2015 Technicians 2017 2015 05 Supervisors 2017 Supervisors: Crafts & 2015 Trades 2017 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ I x 100 Part 3: Goals Flow Data ÷ M x 100 Data sources Data Analysis Goals Goals 100 Goals 100 Analysis 1 $\downarrow$ **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity Visible Minorities Visible Minorities Visible Minorities Comments Occupational Group (EEOG) Percent of Percent o Percent o Percent of Employees Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % 2017 01 Senior Managers 2020 2017 Middle & Other Managers 2020 2017 03 Professionals 2020 Semi-Professionals & 2017 04 Technicians 2020 2017 05 Supervisors 2020 2017 Supervisors: Crafts & Trades 2020 Page 35 of 41 004403

Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities
Ford Motor Company of Canada, Limited
[Date: 2017-12-31]

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## **Federal Contractors Program Achievement Report** Part 8: Reasonable Efforts Ford Motor Company of Canada, Limited

# [Date: 2017-12-31]

## **Efforts**

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

Requir	red measures:
✓	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
<b>✓</b>	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.
$\checkmark$	Adjusted survey results to reflect hires, promotions and terminations.
<b>✓</b>	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.
<b>✓</b>	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.
$\checkmark$	Ensured that any new gaps identified are addressed accordingly.
<b>/</b>	Maintained appropriate records in all required areas.
Other 1	measures:

### $\mathbf{O}_1$

$\checkmark$	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.
<b>/</b>	Ensured ongoing senior-level support for employment equity and its implementation.
<b>✓</b>	Established accountability mechanisms to ensure that the short-term goals would be met.
<b>V</b>	Communicated the goals to relevant managers as well as monitored and recorded the results.
<b>✓</b>	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
<b>/</b>	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.
<b>✓</b>	Put in place a strategy to ensure a barrier-free workplace.
<b>√</b>	Undertook initiatives to increase representation where gaps in representation were found.
<b>√</b>	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
<b>√</b>	Other (please describe):
Oper	rational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment.
<b>V</b>	Impact of economic and industrial conditions on the organization.
<b>√</b>	Any reorganization or other corporate structural changes.
✓	Acquisitions, mergers or transfers of employees.
<b>✓</b>	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

s.20(1)(b)

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

Other.

## **Additional Details**

Please provide any additional information (optional):

s.20(1)(b)

### **Federal Contractors Program Report of the Subsequent Compliance Assessment**

Employer Name: Ford Motor Company of Canada, Limited

Primary Location: Oakville, Ontario

**Number of Employees: 7654** 

7514 Ontario Alberta 112 Quebec 28

Total 7654

**Organization Overview:** 

NAICS - 3361 Motor Vehicle Manufacturing

Ford Motor Company of Canada, Limited operates as a subsidiary of Ford Motor Company.

#### **Key Dates – First Year Assessment**

Initiated: 2016/01/02

Received: N/A

2016/02/26 Closed: WFA: 2015/12/31

#### **Key Dates – Subsequent Assessment**

Initiated: 2017/11/16 2018/03/29 Received: WFA: 2017/12/31

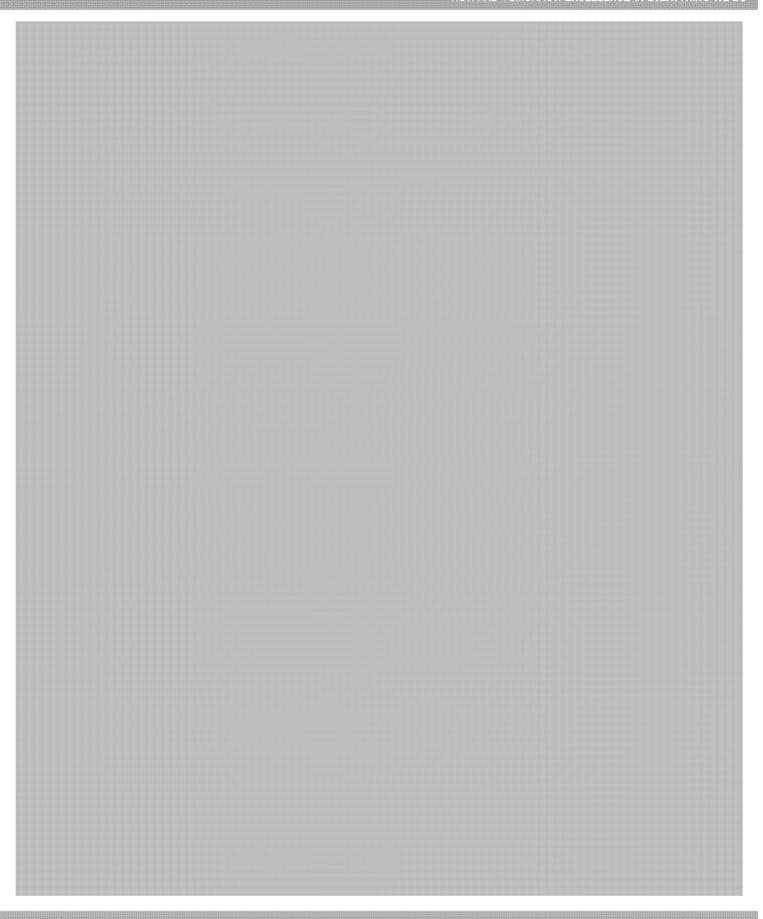
#### **DATA VERIFICATION**

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

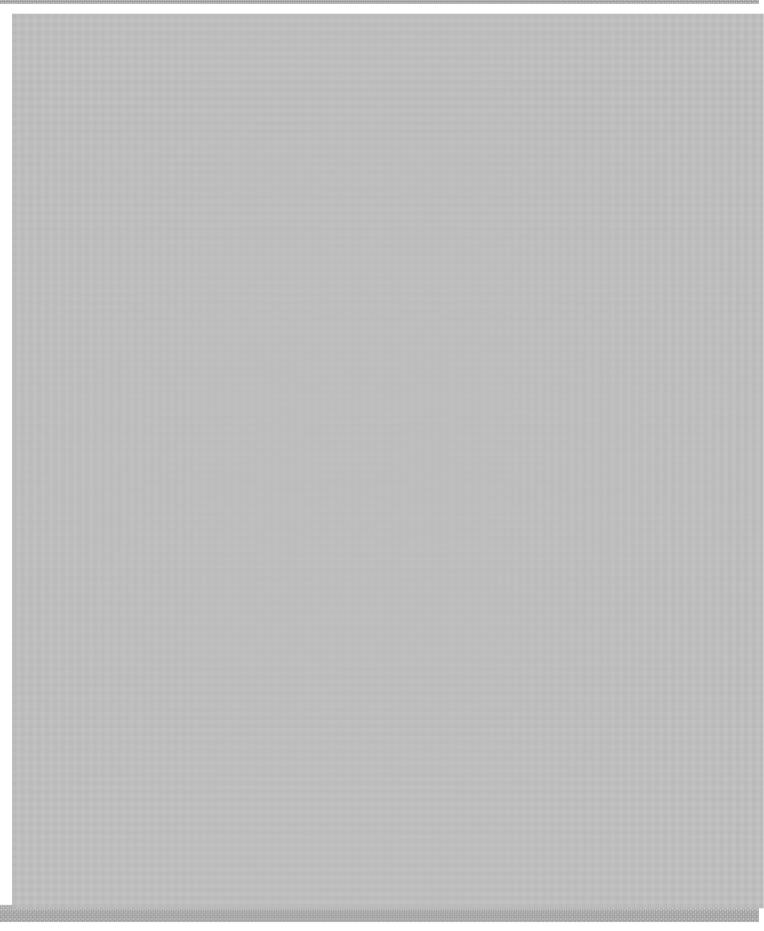
The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.

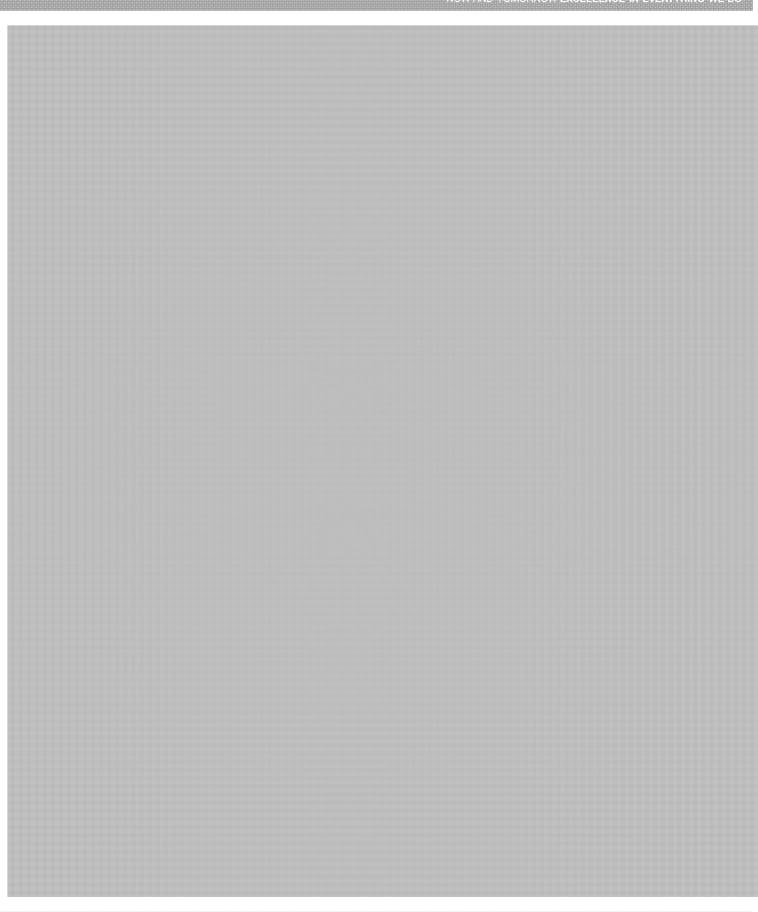


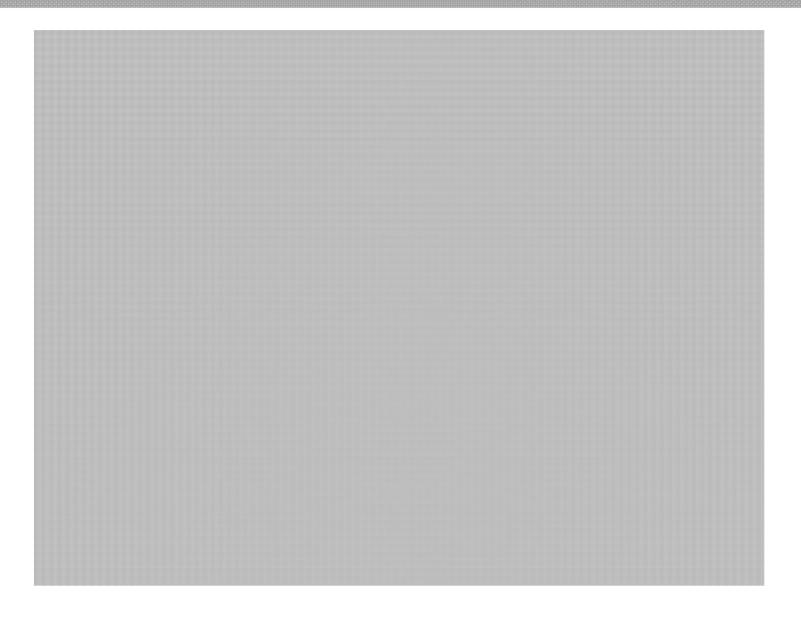
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## Subject: Government of Canada Agreement Number: 060169 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.



I am writing to inform you that the subsequent compliance assessment initiated on 04/10/2017 has been completed. As a result of the assessment, Ford Motor Company of Canada Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.



Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on 04/10/2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any 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 over the three year period reasonable progress has not been made, Ford Motor Company of Canada 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:

Canada

- 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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (WEIMS) which can assist you in generating your workforce data and analysis.

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.

Your cooperation during the course of this compliance assessment was appreciated and we wish Ford Motor Company of Canada Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

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!