

s.19(1)

s.24(1)



Labour Program / Federal Contractors Program

OFFICIAL USE ONLY Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
Revised Agreement

ORGANIZATION section containing fields for Legal Name of Organization, Parent company location, Operating Name, Business Number, and NAICS Code Number.

HEAD OFFICE section containing fields for Address, City, Province, Postal Code, and Telephone Number.

EMPLOYMENT EQUITY CONTACT section containing fields for Name, Title, E-mail Address, and Preferred Language of Correspondence.

CERTIFICATION section containing a statement of intent to bid and a commitment to employment equity.

SIGNATORY section containing fields for Name, Title, Telephone Number, E-mail Address, and Signature.

Privacy notice text explaining the collection and use of personal information under the Employment Equity Act and Privacy Act.

RETURN INSTRUCTIONS section containing an important note about sending the signed agreement to the Labour Program.



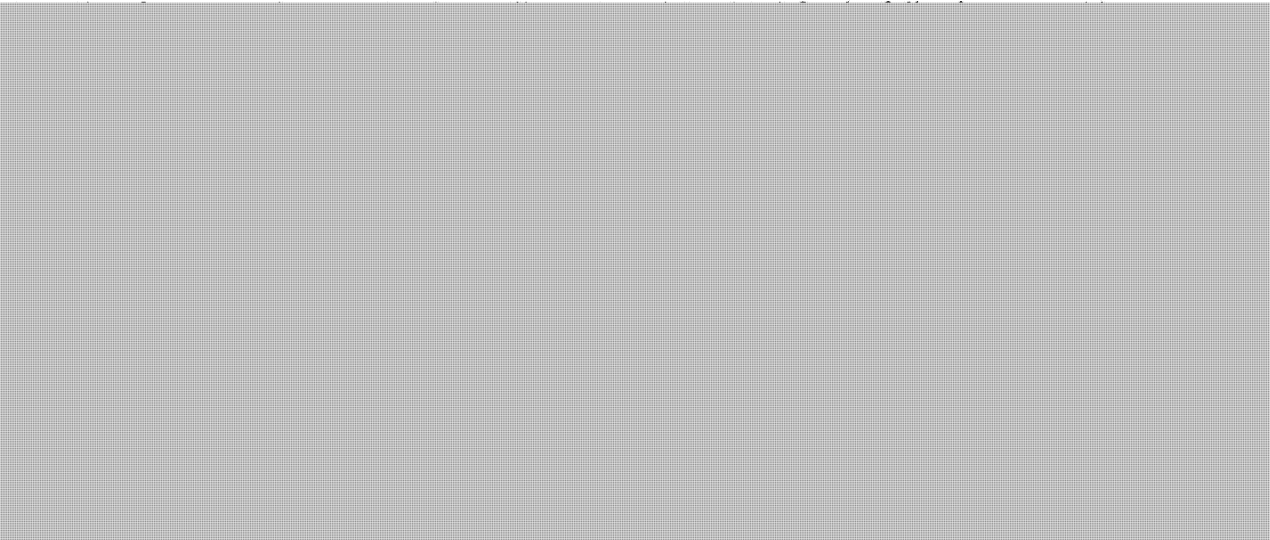
**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT
INFORMATION**

Federal Contractors Program

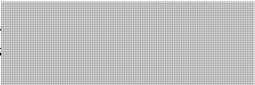
As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information 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) **Ford Motor Company of Canada, Limited** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **060169**, 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. 

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**



Employment and
Social Development Canada

Emploi et
Développement social Canada

Email address: [REDACTED]

Telephone number: 905-845-2511 x [REDACTED]

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

Signature: [REDACTED]

Date: November 19, 2011

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

Sent: November 28, 2017 8:11 AM

To: [REDACTED]; EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

Cc: [REDACTED] Normandin, Ward W [NC] <ward.normandin@labour-travail.gc.ca>

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.gc.ca.

Maurice Yakibonge

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

-----Original Message-----

From: [REDACTED]

Sent: November-27-17 12:13 PM

To: EE-EME

Cc: [REDACTED]

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, [REDACTED] on behalf of Ford Motor Company of Canada, Limited as requested.

Regards:

[REDACTED]

Litigation Law Clerk, Legal 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 [REDACTED]
Fx) 905-845-5750 [REDACTED]
[REDACTED]@ford.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.

s.19(1)

-----Original Message-----

From: [REDACTED]
Sent: Monday, November 27, 2017 12:01 PM

To: [REDACTED]
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

Form 1

Name of Employer	Full Legal Name Ford Motor Company of Canada, Limited.			Common or Business Name Ford																																			
Address	Address of Principal Place of Business: The Canadian Road P.O. Box 2000 Oakville, Ontario L6J 5E4			Mailing Address The Canadian Road P.O. Box 2000 Oakville, Ontario L6J 5E4																																			
Officers	Name of Chief Executive Officer of Employer [REDACTED]			Name of Officer Responsible for Employment Equity [REDACTED]																																			
	Position Title President & CEO			Position Title Vice President, General Counsel and Secretary	Telephone Number 905-845-2511 x [REDACTED]																																		
Industrial Sector	Industrial Sector		<table border="1"> <tr> <td colspan="2" data-bbox="837 939 1224 1220" rowspan="7">No. of Employees 7654</td> <td colspan="2" data-bbox="1224 939 1425 1220" rowspan="7">Geographical Areas</td> <td colspan="2" data-bbox="1425 939 1686 976">CMAs</td> <td colspan="2" data-bbox="1686 939 1873 976">Provinces</td> </tr> <tr> <td data-bbox="1425 976 1591 1012">Montreal</td> <td data-bbox="1591 976 1686 1012">28</td> <td data-bbox="1686 976 1780 1012">QC</td> <td data-bbox="1780 976 1873 1012">28</td> </tr> <tr> <td data-bbox="1425 1012 1591 1049">Ottawa</td> <td data-bbox="1591 1012 1686 1049">167</td> <td data-bbox="1686 1012 1780 1049">ON</td> <td data-bbox="1780 1012 1873 1049">7514</td> </tr> <tr> <td data-bbox="1425 1049 1591 1085">Toronto</td> <td data-bbox="1591 1049 1686 1085">5404</td> <td data-bbox="1686 1049 1780 1085">AB</td> <td data-bbox="1780 1049 1873 1085">112</td> </tr> <tr> <td data-bbox="1425 1085 1591 1121">Waterloo</td> <td data-bbox="1591 1085 1686 1121">99</td> <td></td> <td></td> </tr> <tr> <td data-bbox="1425 1121 1591 1158">Windsor</td> <td data-bbox="1591 1121 1686 1158">1844</td> <td></td> <td></td> </tr> <tr> <td data-bbox="1425 1158 1591 1220">Edmonton</td> <td data-bbox="1591 1158 1686 1220">112</td> <td></td> <td></td> </tr> </table>					No. of Employees 7654		Geographical Areas		CMAs		Provinces		Montreal	28	QC	28	Ottawa	167	ON	7514	Toronto	5404	AB	112	Waterloo	99			Windsor	1844			Edmonton	112		
	No. of Employees 7654											Geographical Areas		CMAs		Provinces																							
														Montreal	28	QC	28																						
														Ottawa	167	ON	7514																						
														Toronto	5404	AB	112																						
														Waterloo	99																								
														Windsor	1844																								
Edmonton			112																																				
Motor Vehicle Manufacturing NCAICS Code #3361		<table border="1"> <tr> <td data-bbox="449 1220 709 1326" rowspan="2">Number of Permanent Full Time Employees</td> <td data-bbox="709 1220 970 1326" rowspan="2">Number of Permanent Part Time Employees</td> <td data-bbox="970 1220 1224 1326" rowspan="2">Number of Temporary Employees</td> <td colspan="2" data-bbox="1425 1220 1686 1326" rowspan="2">Total Employees in Canada</td> <td colspan="2" data-bbox="1686 1220 1873 1326" rowspan="2">7654</td> </tr> <tr> <td data-bbox="449 1326 709 1428">7654</td> <td data-bbox="709 1326 970 1428"></td> <td data-bbox="970 1326 1224 1428"></td> </tr> </table>					Number of Permanent Full Time Employees	Number of Permanent Part Time Employees	Number of Temporary Employees	Total Employees in Canada		7654		7654																									
Number of Permanent Full Time Employees	Number of Permanent Part Time Employees	Number of Temporary Employees	Total Employees in Canada		7654																																		
							7654																																
7654																																							

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

As of December 31, 2017

Form 2

OCC GRP	TOP AND BOTTOM OF RANGE	QUARTER	ALL EMPLOYEES			PERSONS WITH			ABORIGINAL PEOPLES			MEMBERS OF VISIBLE		
			TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN
01 - Senior Managers														
02 - Middle & Other Managers														
03 - Professionals														
04 - Semi-Professionals and Technicians														
05 - Supervisors														
06 -- Supervisors -- Crafts & Trades														
07 -- Admin & Senior Clerical														
09 - Skilled Crafts and Trades Workers														

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EMPLOYMENT EQUITY REPORT
FORD MOTOR COMPANY OF CANADA, LIMITED
OCCUPATIONAL GROUPS: PERMANENT FULL-TIME EMPLOYEES Cont'd
As of December 31, 2017

Form 2

OCC GRP	TOP AND BOTTOM OF RANGE	QUARTER	ALL EMPLOYEES			PERSONS WITH			ABORIGINAL PEOPLES			MEMBERS OF VISIBLE					
			TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN			
10 - Clerical Personnel																	
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	843	733	115			

**EMPLOYMENT EQUITY REPORT
 FORD MOTOR COMPANY OF CANADA, LIMITED
 SALARY SUMMARY: PERMANENT FULL-TIME EMPLOYEES**

As of December 31, 2017

Form 3

SALARY RANGES	ALL EMPLOYEES			PERSONS WITH			ABORIGINAL PEOPLES			MEMBERS OF VISIBLE		
	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN
<i>UNDER \$15,000</i>												
\$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	7654	6535	1119	121	108	13	132	112	20	843	733	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	ALL EMPLOYEES			PERSONS WITH			ABORIGINAL PEOPLES			MEMBERS OF VISIBLE		
	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	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												
TOTAL	492	420	72	2	2	0	5	4	1	181	149	32

EMPLOYMENT EQUITY REPORT
FORD MOTOR COMPANY OF CANADA, LIMITED
PROMOTIONS: PERMANENT FULL-TIME EMPLOYEES
January 1, 2016 to December 31, 2017

Form 5

OCCUPATIONAL GROUP	ALL EMPLOYEES			PERSONS WITH			ABORIGINAL PEOPLES			MEMBERS OF VISIBLE		
	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	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
FORD MOTOR COMPANY OF CANADA, LIMITED
TERMINATIONS: PERMANENT FULL-TIME EMPLOYEES
January 1, 2016 to December 31, 2017

Form 6

OCCUPATIONAL GROUP	ALL EMPLOYEES			PERSONS WITH			ABORIGINAL PEOPLES			MEMBERS OF VISIBLE		
	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	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

NOC Occupational Title		Provincial
------------------------	--	------------

9 Skilled Crafts & Trades Workers							Provincial Provincial Provincial Provincial Provincial Provincial Provincial Provincial Provincial Provincial Provincial Provincial
10 Clerical Personnel							CMA CMA CMA CMA CMA CMA 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	-483

* 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	All Employees #	Aboriginal Peoples			Geographic Location of Recruitment
		Representation #	%	Availability % #*	
1 Senior Managers Employment Equity Occupational Group (EEOG)					National
2 Middle & Other Managers Employment Equity Occupational Group (EEOG)					National
3 Professionals					National National National National National National National National National National National National National
4 Semi-Professionals & Technicians					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

Ford Motor Company of Canada, Limited

PERSONS WITH DISABILITIES

31-Dec-17

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

* 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-Dec-17

Occupational Group & Occupational Level	All Employees #	Members of Visible Minorities			Geographic Location of Recruitment
		Representation #	%	Availability % #*	
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 National National National
4 Semi-Professionals & Technicians					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)				37.3%	CMA
8 Skilled Sales & Service Personnel NOC Occupational Title				#	Provincial

9 Skilled Crafts & Trades Workers				16.1%				Provincial
								Provincial
								Provincial
								Provincial
								Provincial
								Provincial
								Provincial
								Provincial
								Provincial
								Provincial
								Provincial
10 Clerical Personnel								CMA
								CMA
								CMA
								CMA
								CMA
								CMA
								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	

* Totals may not equal the sum of components due to rounding.

Ford Motor Company of Canada, Limited
31-Dec-17

Occupational Group	All Employees #	Women					Aboriginal Peoples					Persons with Disabilities					Members of Visible Minorities				
		Representation		Availability		Gap	Representation		Availability		Gap	Representation		Availability		Gap	Representation		Availability		Gap
		#	%	%	#*	#*	#	%	%	#*	#*	#	%	%	#*	#*	#	%	%	#*	#*
1 Senior Managers				27.4%					2.9%					4.3%					10.1%		
2 Middle & Other Managers				38.9%					2.2%					4.3%					15.0%		
3 Professionals														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	7,654	1,119	14.6%	20.9%	1,600	-483	132	1.7%	1.1%	86	46	121	1.6%	4.8%	371	-250	844	11.0%	39.4%	3,019	-2,175

* 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 Subsequent/Current Workforce Analysis
--



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
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	22.3

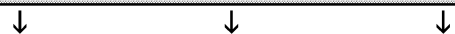
		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
Total		7,654	1,119	20.9

* Source: Ford of Canada generated Employment Equity Reports
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* Source: Ford of Canada generated Employment Equity Reports
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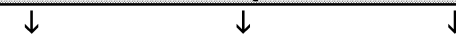
Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Ford Motor Company of Canada, Limited
[Date: 2017-12-31]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples		
	First/Previous Workforce Analysis		
	All Employees	Aboriginal Peoples	
	#	Representation	Availability*
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			
12 Semi-Skilled Manual Workers			
13 Other Sales & Service Personnel			
14 Other Manual Workers			
Total	7,957	142	2.4

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples		
	Subsequent/Current Workforce Analysis		
	All Employees	Aboriginal Peoples	
	#	Representation	Availability*
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			
12 Semi-Skilled Manual Workers			
13 Other Sales & Service Personnel			
14 Other Manual Workers			
Total	7,654	132	1.1

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

*** Source:**
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 First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

Table 3: Members of Visible Minorities		
First/Previous Workforce Analysis		
All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%

Table 7: Members of Visible Minorities		
Subsequent/Current Workforce Analysis		
All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%

Employment Equity Occupational Group (EEOG)	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	
		Representation	Availability*		Representation	Availability*
	#	#	%	#	#	%
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						
12 Semi-Skilled Manual Workers						
13 Other Sales & Service Personnel						
14 Other Manual Workers						
Total	7,957	716	24.4	7,654	843	39.4

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

*** Source:**
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 First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

Table 4: Persons with Disabilities		
First/Previous Workforce Analysis		
All Employees	Persons with Disabilities	
	Representation	Availability*
#	#	%

Table 8: Persons with Disabilities		
Subsequent/Current Workforce Analysis		
All Employees	Persons with Disabilities	
	Representation	Availability*
#	#	%

Employment Equity Occupational Group (EEOG)		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	
			Representation	Availability*		Representation	Availability*
		#	#	%	#	#	%
01/02	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						
12	Semi-Skilled Manual Workers						
13	Other Sales & Service Personnel						
14	Other Manual Workers						
Total		7,957	151	4.9	7,654	121	4.8

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

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

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		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 1: Women

Table 5: Women

Table 9: Women

Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

Employment Equity Occupational Group (EEOG)

- 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
- 12 Semi-Skilled Manual Workers
- 13 Other Sales & Service Personnel
- 14 Other Manual Workers

Total	492	72	0	0	151	41	0	0	821	104	0	0
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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		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Table 2: Aboriginal Peoples			
Full-time / National		Part-time / National	
All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
#	#	#	#

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

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

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												
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												
12 Semi-Skilled Manual Workers												
13 Other Sales & Service Personnel												
14 Other Manual Workers												
Total	492	5	0	0	151	0	0	0	821	16	0	0

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		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)

Full-time / National		Part-time / National	
All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
#	#	#	#

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities 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
- 12 Semi-Skilled Manual Workers
- 13 Other Sales & Service Personnel
- 14 Other Manual Workers

Total	492	2	0	0	151	0	0	0	821	32	0	0	0

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		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers												
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												
12 Semi-Skilled Manual Workers												
13 Other Sales & Service Personnel												
14 Other Manual Workers												
Total	492	181	0	0	151	35	0	0	821	76	0	0

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees															First/Previous Short-term Goals					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						
		Actual	Projected		Actual	Projected				From - To	From - To														
	YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-31	Annually	Over 3 Years	2015	2018	%	%	%	%	%	%							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%							
01 Senior Managers														27.4%											
02 Middle & Other Managers														38.9%											
03 Professionals														30.6%											
04 Semi-Professionals & Tech														18.6%											
05 Supervisors														36.5%											
06 Supervisors: Crafts & Trades														14.8%											
07 Administrative & Sr Clerical														81.8%											
08 Skilled Sales & Service														0.0%											
09 Skilled Crafts & Trades														2.5%											
10 Clerical Personnel														67.7%											
11 Intermediate Sales & Service														38.4%											
12 Semi-Skilled Manual														20.7%											
13 Other Sales & Service														3.5%											
14 Other Manual Workers														24.9%											
Total	7,957	-1.3%							1,143					22.3%	-631			14.4%							

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
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	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	Over 3 Years		Over 3 Years	From - To						YYYY - YYYY
	2015-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-31	Annually	Over 3 Years	2015	2018	%	%	%	%	%	%		
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01 Senior Managers														2.9%						
02 Middle & Other Managers														2.2%						
03 Professionals														1.1%						
04 Semi-Professionals & Tech														1.7%						
05 Supervisors														1.3%						
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														3.4%						
Total	7,957	-1.3%							142					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) ÷ 2) 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					
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	

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	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					
	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		
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	From - To										
	YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-31	Annually	Over 3 Years	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																				3.8%	
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%	
Total	7,957	-1.3%							151											#REF!	1.9%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) ÷ 2) 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
	Start	End	
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]

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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	[REDACTED]
Total	[REDACTED]

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

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

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 (EEOG)	All Employees															Aboriginal Peoples				
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		2017	2020						
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%		
01 Senior Managers															2.9%					
02 Middle & Other Managers															2.2%					
03 Professionals															0.9%					
04 Semi-Professionals & Tech															1.6%					
05 Supervisors															1.1%					
06 Supervisors: Crafts & Trades															1.4%					
07 Administrative & Sr Clerical															0.8%					
08 Skilled Sales & Service															0.0%					
09 Skilled Crafts & Trades															2.0%					
10 Clerical Personnel															0.7%					
11 Intermediate Sales & Service															1.8%					
12 Semi-Skilled Manual															0.9%					
13 Other Sales & Service															2.2%					
14 Other Manual Workers															0.8%					
Total	7,654	-1.3%							132						1.1%	48			1.7%	

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) ÷ 2) 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 (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
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					

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 3: Goals
Ford Motor Company of Canada, Limited
 [Date: 2017-12-31]

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

Employment Equity Occupational Group (EEOG)		All Employees											Persons with Disabilities									
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020							
	#	%	%	#	%	%	#	#	#	%	#	%	#	%	%	#	#	%	%			
01/02 Managers															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															7.0%							
11 Intermediate Sales & Service															5.6%							
12 Semi-Skilled Manual															4.8%							
13 Other Sales & Service															6.3%							
14 Other Manual Workers															5.3%							
Total	7,654	-1.3%							121						4.8%	-246			1.6%			

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities			Comments
		Short-term Goals		Long-term Goals	
		%	%	%	
01/02 Managers					
03 Professionals					
04 Semi-Professionals & Tech					
05 Supervisors					
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]

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
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020	%	#	#	%	%			
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01 Senior Managers														10.1%						
02 Middle & Other Managers														15.0%						
03 Professionals														34.8%						
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	1,000													16.1%						
10 Clerical Personnel														50.5%						
11 Intermediate Sales & Service														25.9%						
12 Semi-Skilled Manual	4,000													46.4%						
13 Other Sales & Service														26.2%						
14 Other Manual Workers														51.8%						
Total	7,654	-1.3%							843					39.4%	-2,173			11.0%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) ÷ 2) 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				
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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Part 3: Goals	
Ford Motor Company of Canada, Limited	
[Date: 2017-12-31]	
Total	[Redacted]

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Part 4: Results - Women

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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	2015																							
		2017																							
02	Middle & Other Managers	2015																							
		2017																							
03	Professionals	2015																							
		2017																							
04	Semi-Professionals & Technicians	2015																							
		2017																							
05	Supervisors	2015																							
		2017																							
06	Supervisors: Crafts & Trades	2015																							
		2017																							

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments											
		Flow Data				Short-term Goals				Long-term Goals															
		All Employees	Women			Women				Women															
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
#	#	%	%	#	%	%	%	#	%	%	%														
01	Senior Managers	2017																							
		2020																							
02	Middle & Other Managers	2017																							
		2020																							
03	Professionals	2017																							
		2020																							
04	Semi-Professionals & Technicians	2017																							
		2020																							
05	Supervisors	2017																							
		2020																							
	Supervisors: Crafts & Trades	2017																							

Federal Contractors Program Achievement Report

Part 4: Results - Women

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

06	Supervisors, Crafts & Trades	2020	
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Federal Contractors Program Achievement Report

Part 4: Results - Women

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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						
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%		
07	Administrative & Senior Clerical	2015																						
		2017																						
08	Skilled Sales & Service Personnel	2015																						
		2017																						
09	Skilled Crafts & Trades Workers	2015																						
		2017																						
10	Clerical Personnel	2015																						
		2017																						
11	Intermediate Sales & Service Personnel	2015																						
		2017																						
12	Semi-Skilled Manual Workers	2015																						
		2017																						

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments									
		Flow Data				Short-term Goals				Long-term Goals													
		All Employees	Women			Women				Women													
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met										
#	#	#	%	#	%	%	%	#	%	%	%												
07	Administrative & Senior Clerical	2017																					
		2020																					
08	Skilled Sales & Service Personnel	2017																					
		2020																					
09	Skilled Crafts & Trades Workers	2017																					
		2020																					
10	Clerical Personnel	2017																					
		2020																					
11	Intermediate Sales & Service Personnel	2017																					
		2020																					
12	Semi-Skilled Manual Workers	2017																					
		2020																					

Federal Contractors Program Achievement Report

Part 4: Results - Women

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13 Other Sales & Service Personnel	2015																									
	2017																									
14 Other Manual Workers	2015																									
	2017																									
Total	2015																									
	2017																									

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women					
			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	2017												
	2020												
14 Other Manual Workers	2017												
	2020												
Total	2017												
	2020												

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
01	Senior Managers	2015																							
		2017																							
02	Middle & Other Managers	2015																							
		2017																							
03	Professionals	2015																							
		2017																							
04	Semi-Professionals & Technicians	2015																							
		2017																							
05	Supervisors	2015																							
		2017																							
06	Supervisors: Crafts & Trades	2015																							
		2017																							

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

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	2017													
		2020													
02	Middle & Other Managers	2017													
		2020													
03	Professionals	2017													
		2020													
04	Semi-Professionals & Technicians	2017													
		2020													
05	Supervisors	2017													
		2020													
06	Supervisors: Crafts & Trades	2017													
		2020													

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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Part 5: Results - Aboriginal Peoples

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2015																							
		2017																							
08	Skilled Sales & Service Personnel	2015																							
		2017																							
09	Skilled Crafts & Trades Workers	2015																							
		2017																							
10	Clerical Personnel	2015																							
		2017																							
11	Intermediate Sales & Service Personnel	2015																							
		2017																							
12	Semi-Skilled Manual Workers	2015																							
		2017																							

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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											
#	#	#	%	#	%	%	%	#	%	%	%													
07	Administrative & Senior Clerical	2017																						
		2020																						
08	Skilled Sales & Service Personnel	2017																						
		2020																						
09	Skilled Crafts & Trades Workers	2017																						
		2020																						
10	Clerical Personnel	2017																						
		2020																						
11	Intermediate Sales & Service Personnel	2017																						
		2020																						
12	Semi-Skilled Manual Workers	2017																						
		2020																						

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Part 5: Results - Aboriginal Peoples

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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	2015																							
		2017																							
14	Other Manual Workers	2015																							
		2017																							
Total		2015																							
		2017																							

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

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										
#	#	#	%	#	%	%	%	#	%	%	%	#	%	%									
13	Other Sales & Service Personnel	2017																					
		2020																					
14	Other Manual Workers	2017																					
		2020																					
Total		2017																					
		2020																					

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01 & 02 Managers	2015																							
	2017																							
03 Professionals	2015																							
	2017																							
04 Semi-Professionals & Technicians	2015																							
	2017																							
05 Supervisors	2015																							
	2017																							
06 Supervisors: Crafts & Trades	2015																							
	2017																							

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2017													
	2020													
03 Professionals	2017													
	2020													
04 Semi-Professionals & Technicians	2017													
	2020													
05 Supervisors	2017													
	2020													
06 Supervisors: Crafts & Trades	2017													
	2020													

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce				Hires				Promotions				Terminations											
		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities										
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13	Other Sales & Service Personnel	2015																							
		2017																							
14	Other Manual Workers	2015																							
		2017																							
Total		2015																							
		2017																							

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

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													
#	#	%	%	%	%	%	%	%	%	%														
13	Other Sales & Service Personnel	2017																						
		2020																						
14	Other Manual Workers	2017																						
		2020																						
Total		2017																						
		2020																						

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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	2015																							
		2017																							
02	Middle & Other Managers	2015																							
		2017																							
03	Professionals	2015																							
		2017																							
04	Semi-Professionals & Technicians	2015																							
		2017																							
05	Supervisors	2015																							
		2017																							
06	Supervisors: Crafts & Trades	2015																							
		2017																							

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments										
		Flow Data				Short-term Goals				Long-term Goals														
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities														
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
#	#	#	%	#	%	%	%	#	%	%	%													
01	Senior Managers	2017																						
		2020																						
02	Middle & Other Managers	2017																						
		2020																						
03	Professionals	2017																						
		2020																						
04	Semi-Professionals & Technicians	2017																						
		2020																						
05	Supervisors	2017																						
		2020																						
06	Supervisors: Crafts & Trades	2017																						
		2020																						

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07	Administrative & Senior Clerical	2015																								
		2017																								
08	Skilled Sales & Service Personnel	2015																								
		2017																								
09	Skilled Crafts & Trades Workers	2015																								
		2017																								
10	Clerical Personnel	2015																								
		2017																								
11	Intermediate Sales & Service Personnel	2015																								
		2017																								
12	Semi-Skilled Manual Workers	2015																								
		2017																								

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments												
		Flow Data				Short-term Goals				Long-term Goals																
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities																
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met													
#	#	%	%	#	%	%	%	#	%	%	%															
07	Administrative & Senior Clerical	2017																								
		2020																								
08	Skilled Sales & Service Personnel	2017																								
		2020																								
09	Skilled Crafts & Trades Workers	2017																								
		2020																								
10	Clerical Personnel	2017																								
		2020																								
11	Intermediate Sales & Service Personnel	2017																								
		2020																								
12	Semi-Skilled Manual Workers	2017																								
		2020																								

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Ford Motor Company of Canada, Limited

[Date: 2017-12-31]

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	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%		
13	Other Sales & Service Personnel	2015																							
		2017																							
14	Other Manual Workers	2015																							
		2017																							
Total		2015																							
		2017																							

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

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	2017												
		2020												
14	Other Manual Workers	2017												
		2020												
Total		2017												
		2020												

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.

Required measures:

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

Other measures:

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

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

Operational Context

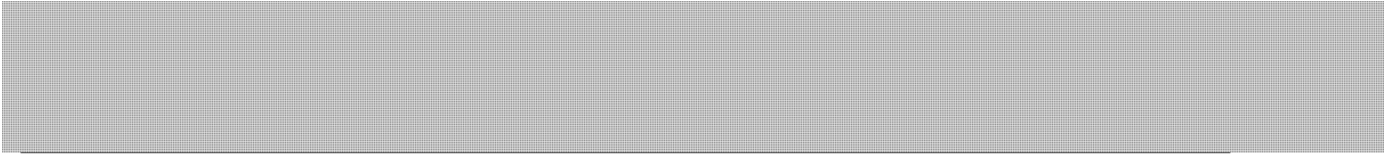
Please check the appropriate boxes and provide a brief overview of the events that have influenced your organization's activities during the period between the first/previous and subsequent/current compliance assessment.

- Impact of economic and industrial conditions on the organization.

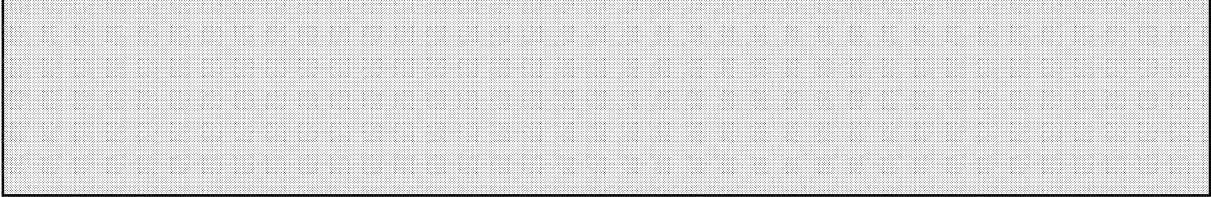
- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

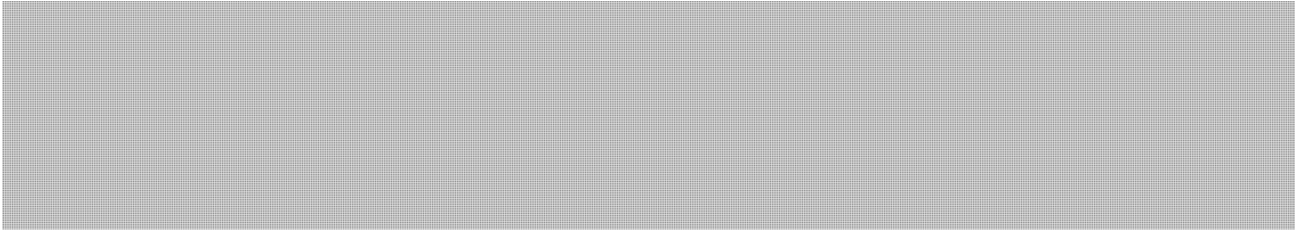
- Significant layoffs (include the number of employees affected and the occupational groups of those employees).



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

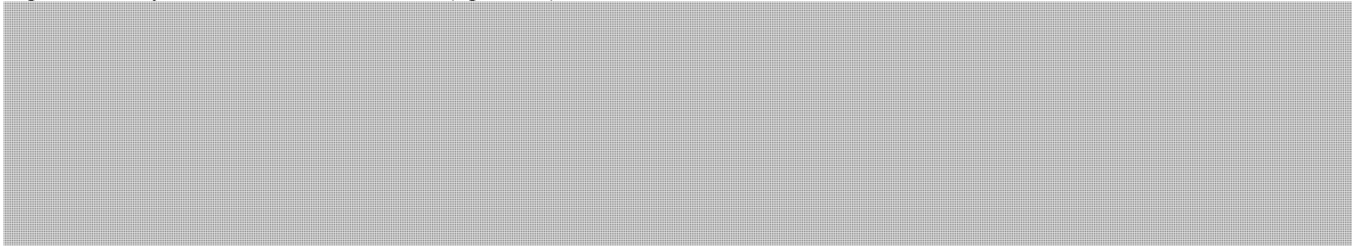


- Other.



Additional Details

Please provide any additional information (optional):



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

Ontario	7514
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
 Closed: 2016/02/26
 WFA: 2015/12/31

Key Dates – Subsequent Assessment

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

DATA VERIFICATION

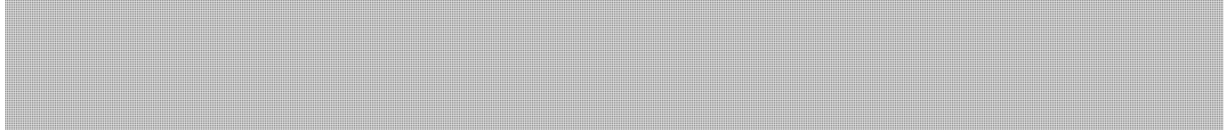
I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

Yes No

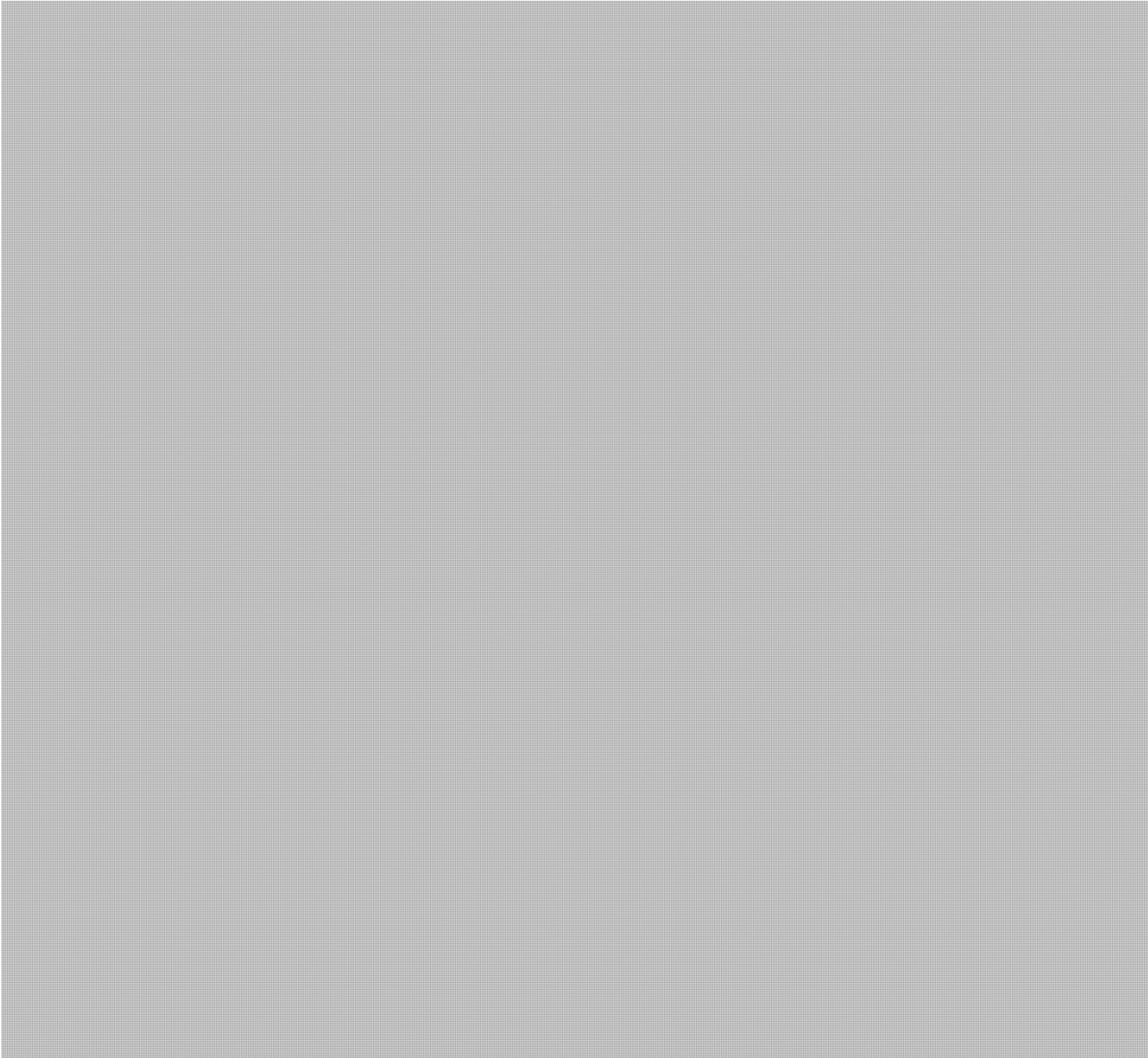
- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.



-

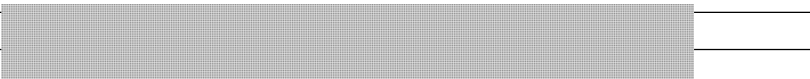


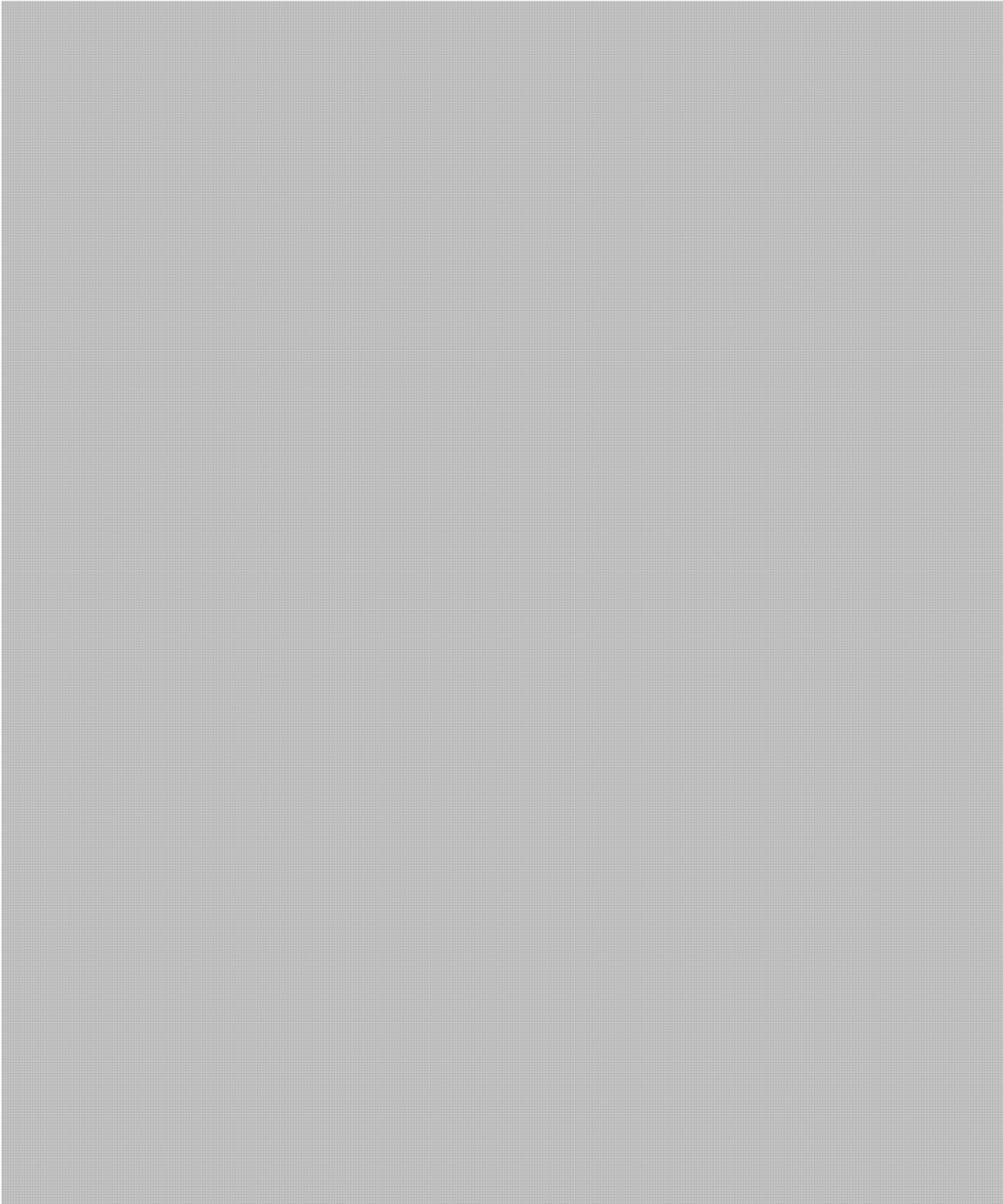
ASSESSMENT OF REASONABLE PROGRESS

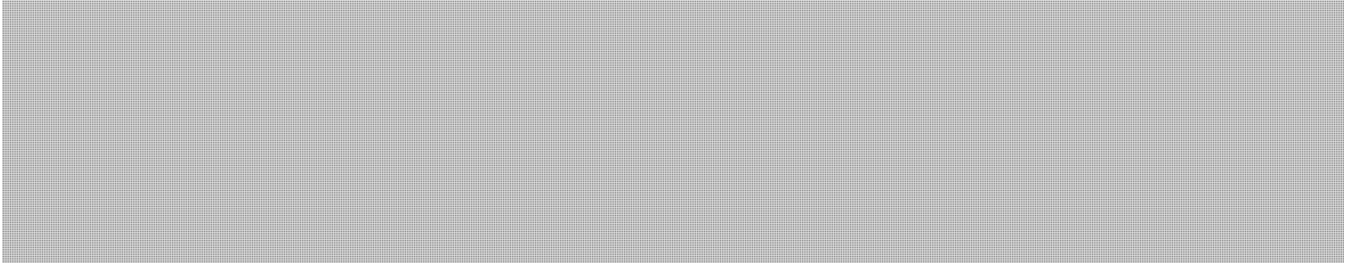


Aboriginal Peoples

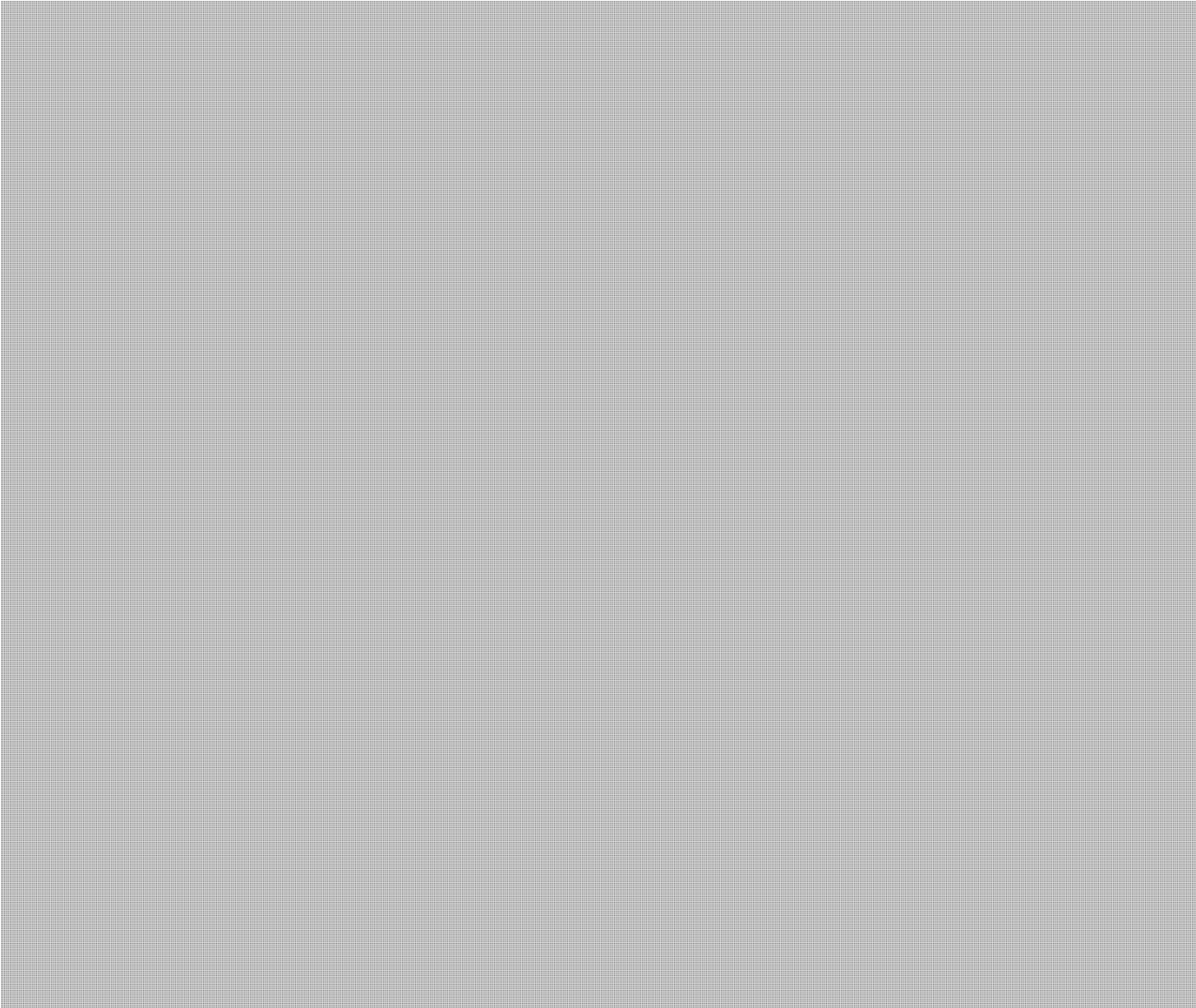
1.

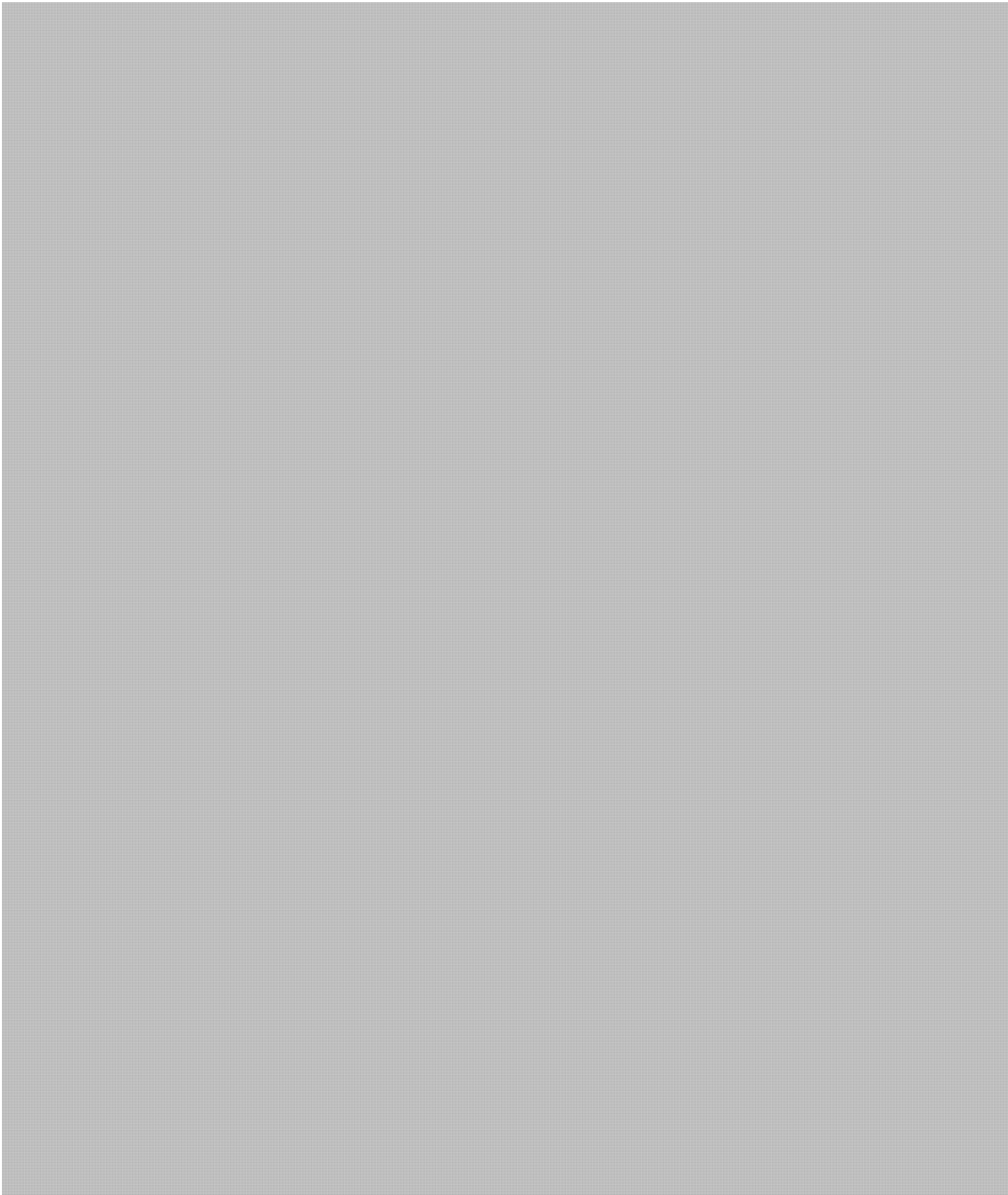


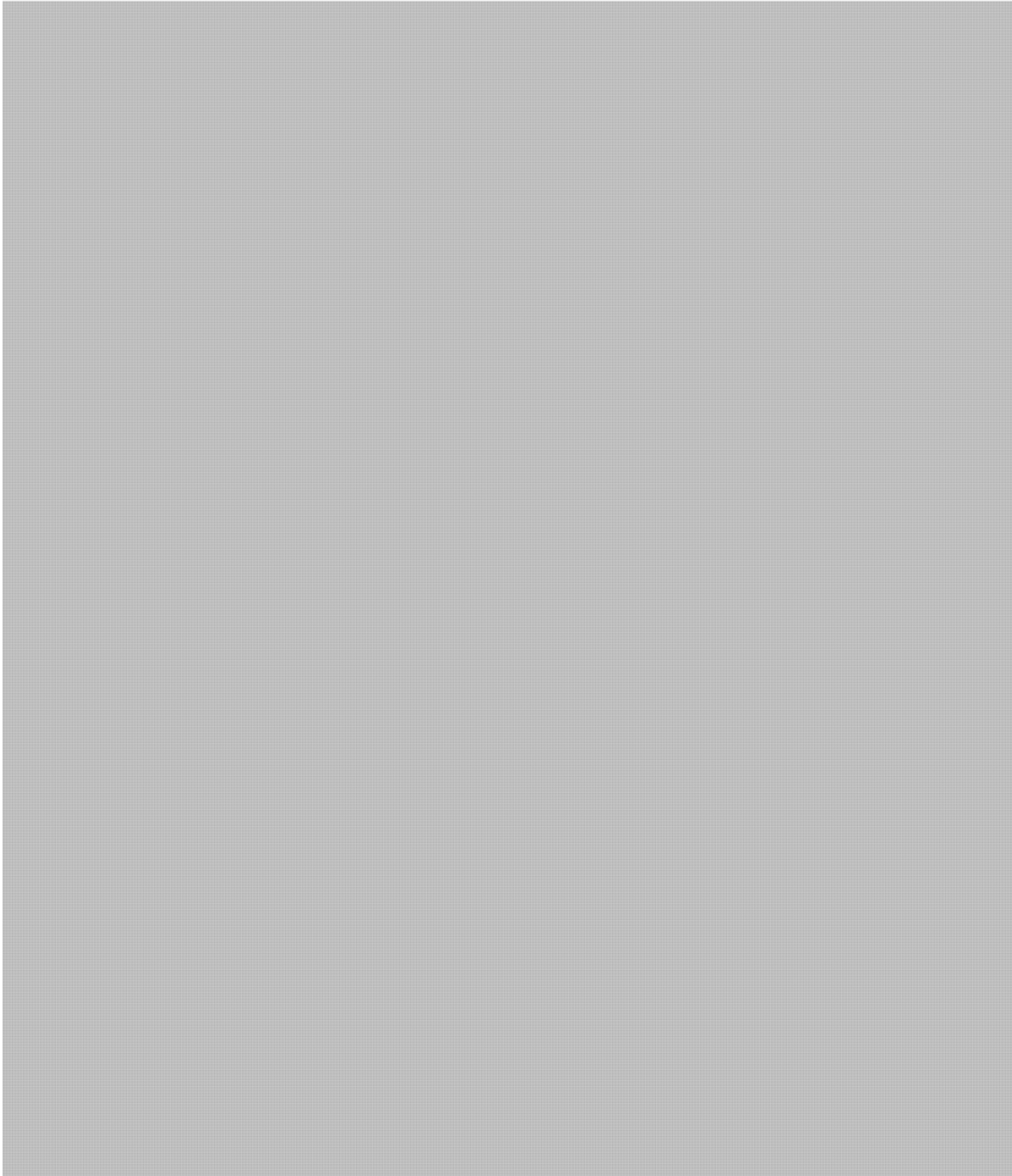




ASSESSMENT OF REASONABLE EFFORTS









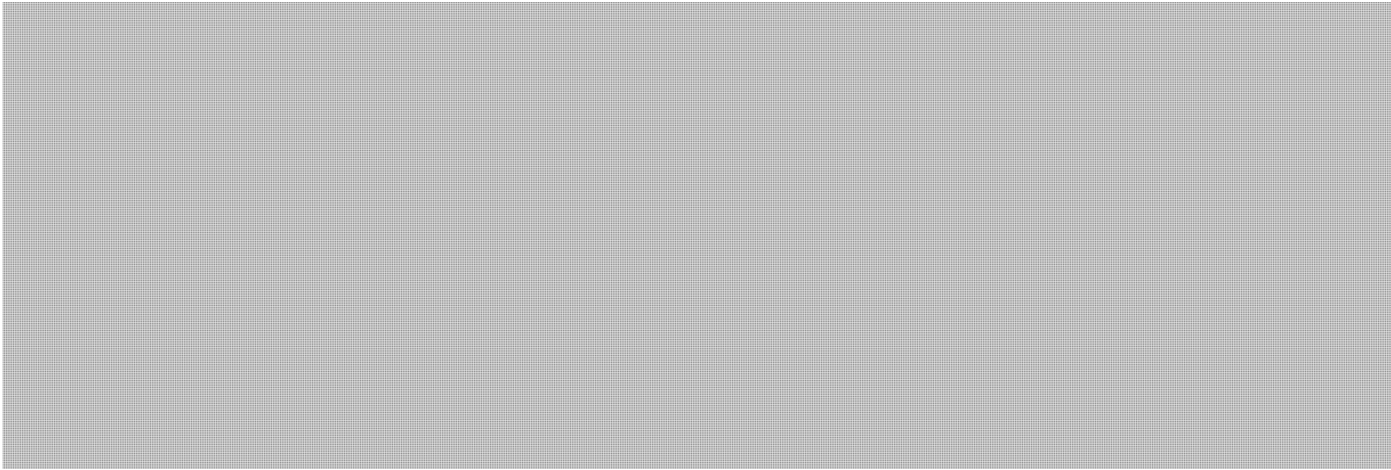
Subject: Government of Canada Agreement Number: 060169 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear 

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 Federal Contractors Program (FCP) under the Employment Equity Act.

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:

- 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.

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 [Workplace Equity Information Management System \(WEIMS\)](#) 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 ee-eme@hrsdc-rhdcc.gc.ca.

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!