Labour Program Federal Contractors Program PROTECTED WHEN COMPLETED - B OFFICIAL USE ONLY Agreement N°: 0000045

Agreement to Implement Employment Equity

7 New Agreement	(All sections r	nust be complet	ted)			
Revised Agreement						
A		NIZATION	***************************************	***************************************	***************************************	
Legal Name of Organization		MILALIUM	Parent company	is located outside	e Canada	
Architecture49 Inc.					in a	
				Yes	X No	
Operating Name (if different from Legal Name	of Organization)		Business Numi)nr		reni

				employees in Car Time and/or Part		
Organization's North American Industry Class To find your organization's four-digit NAICS or		s Number			······································	***
http://www.statcan.gc.ca/subjects-sujets/stanc		st-liste-eng.htm	Federally I			
541310			X Provinciali	y Kegualed		
	HEA	DOFFICE	iniimiimmaa		***************************************	0000
Address (building number, street, suite, etc.)		City Winnipeg		Province	Postal Code	1006
1600 Buffalo Place		Telephone Number		MB	R3T 6B8	6.0
		204.477,1		~~~		500
	EMPLOYMENT	EQUITY CONTA	ACT			1000
Name (print) Andre Houde		^{⊺⊪} National Vi	ce Presider	ıt. Hüman l	Resources	
Telephone Number	E-mail Address				ige of Correspondence	***
514.343.0773, ext 5801	Andre.Houde@w	spgroup.com		X English	French	
	^FRT	IFICATION		*****************************		40.00 140.00
The above-named organization:				***************************************	***************************************	0000
 having a combined workforce of 100: intending to bid on, or being in receip Supply Arrangement, valued at \$1,00 hereby certifies its commitment to implements instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/end Important note: If an audit of the Agreen 	t of, a federal government in 0,000 or more (including a) nent or maintain employment contractors Program require in a plant of the contractors of the contractors of the contractors of the contractors of the contract of th	goods or services opplicable taxes) nt equity on an on- aments. For more is shimt:	contract, standin going basis, bey nformation on h	g offer or contro rand the period ow to implemen	act issued under a of the procurement it employment equity	
the procurement instrument(s) with the G		***************************************				
NATE TO SECURE		VATORY		***************************************		99-4è
NOTE: The signatory must be the Chief contract on behalf of the organiz:		y ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	an executive po	silion with lega	l authority to sign a	
Name (print) Scott Stirton		President	and CEO			
Telephone Number	E-mail Address cott.stirton@ar	chitecture49	com		uage of Correspondence	
\$				L X Engli	Sh [_] French	10000
3*		Date (YYYY-MM-DC	Y			
		Z016-	05-12			
2						
The Information you provide on this form is coll Contractors Program (FCP).	lected under the authority of se	sction 42 of the Empl	oyment Equity Act	to determine you	r eligibility for the Federal	ANN
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal information vernment goods or services co	will result in the org	anization's name i and may also rest	ooing placed on th ift in the terminati	to FCP Limited Eligibility on of the contract.	
The information you provide may be used and/ disclosures of your personal information will ne	for disclosed for policy analysis ever résult in an administrative	i, research and/or ev: decision being made	aluation purposes about you.	. However, these	additional uses and/or	
Your personal information is administered in ac your personal information, which is described is government publication entitled <i>Info Source</i> , w accessed online at any Service Canada Centre	n Personal information bank t hich is available at the followin	SUC MPU 721. Institu	actions for editainir	un Ibia informatios	s cares ou dilensed in these	
	RETURN II	ISTRUCTIONS				80
MPORTANT						3660
The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.gc.	nt Employment Equity for .ca.	m must be sent to	o the Labour Pi	rogram by		

Data from Fi	rst/Previous Woi	rkforce Analysis
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Data from Sub	osequent/Curre Analysis	nt Workforce
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Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2016	80	22

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	08	17

			Table 1: Women	l						
		First/Pr	evious Workforce	Analysis						
Emplo	syment Equity Occupational Croup (FEOC)	All Employees	Women							
բարտ	yment Equity Occupational Group (EEOG)		Representation	Availability*						
		#	#	%						
01	Senior Managers	1	0	27.40						
02	Middle & Other Managers	19	4	38.90						
03	Professionals	89	34	31.90						
04	Semi-Professionals & Technicians	83	33	35.60						
05	Supervisors	2	2	55.10						
06	Supervisors: Crafts & Trades	0	0	0.00						
07	Administrative & Senior Clerical Personnel	17	11	81.40						
08	Skilled Sales & Service Personnel	0	0	0.00						
09	Skilled Crafts & Trades Workers	0	0	0.00						
10	Clerical Personnel	7	6	67.10						
11	Intermediate Sales & Service Personnel	0	0	0.00						
12	Semi-Skilled Manual Workers	0	0	0.00						
13	Other Sales & Service Personnel	1	0	54.10						
14	Other Manual Workers	0	0	0.00						
Total		219	90	39.2						

]	Table 5: Women								
Subsequent	/Current Workfore	e Analysis							
All Employees Women									
	Representation	Availability*							
#	#	%							
1	0	27.40							
48	10	38.90							
81	36	32.10							
107	41	33.90							
ol	ol	0.00							
0	0	0.00							
12	10	80.70							
o	o	0.00							
o	ol	0.00							
4	4	66.00							
0	ol	0.00							
3	3	14.50							
0	0	0.00							
0	0	0.00							
256	104	37.2							

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ı																																						

* Source:			
2006 Census	of Canada		

Data from First	/Previous Wor	kforce Analysis
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Data from Sul	osequent/Curr Analysis	ent Workforce
1	\downarrow	\

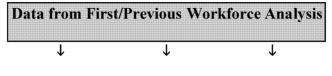
Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	22

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	08	17

			2: Aboriginal Poevious Workforce		
Emple	symant Equity Occupational Crown (EEOC)	All Employees	Aborigina	Aboriginal Peoples	
 Եախ	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	1	0	2.90	
02	Middle & Other Managers	19	0	2.20	
03	Professionals	89	0	0.70	
04	Semi-Professionals & Technicians	83	1	1.40	
05	Supervisors	2	0	7.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	17	0	4.30	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	7	ol	7.50	
11	Intermediate Sales & Service Personnel	0	ol	0.00	
12	Semi-Skilled Manual Workers	0	o	0.00	
13	Other Sales & Service Personnel	1	0	11.80	
14	Other Manual Workers	0	0	0.00	
Total		219	1	1.7	

Table	6: Aboriginal Pe	eoples		
	t/Current Workfore			
All Employees	Aborigina	Aboriginal Peoples		
	Representation	Availability*		
#	#	%		
1	0	2.9		
48	1	2.2		
81	2	0.7		
107	2	1.4		
0	o	0.0		
0	o	0.0		
12	o	4.6		
0	o	0.0		
0	o	0.0		
4	o	4.0		
0	0	0.0		
3	o	10.0		
0	0	0.0		
0	o	0.0		
256	5	1.6		

* Source:	
0	



Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	22

Data from Su	bsequent/Curro Analysis	ent Workforce
\downarrow	\	\

2018	08	17
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
Emal	syment Faulty Occupational Crown (FFOC)	All Employees	Members of Visible Minorities	
emba	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	10.10
02	Middle & Other Managers	19	0	15.00
03	Professionals	89	11	23.10
04	Semi-Professionals & Technicians	83	8	15.20
05	Supervisors	2	0	10.20
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	17	1	8.60
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	4	0.00
10	Clerical Personnel	7	0	15.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	1	0	29.00
14	Other Manual Workers	0	0	0.00
Total		219	24	17.9

Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis		
		All Employees
	Representation	Availability*
#	#	%
1	0	10.1
48	2	15.0
81	17	22.8
107	14	16.7
0	0	0.0
0	0	0.0
12	2	9.4
0	0	0.0
0	0	0.0
4	0	14.1
0	0	0.0
3	0	27.9
0	0	0.0
0	0	0.0
256	35	18.0

* Source:	
0	

* Source:	
2006 Census of Canada	

Data from First	/Previous Worl	kforce Analysis
\	\	\

Data from Su	bsequent/Curre Analysis	ent Workforce
1	\downarrow	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	22

2018	08	17
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

			Persons with Di	
	.F. '. O'. 10 (FF00)	All Employees	Persons with	*
Empio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	20	0	4.30
03	Professionals	89	1	3.80
04	Semi-Professionals & Technicians	83	2	4.60
05	Supervisors	2	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	17	1	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	7	0	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	1	0	6.30
14	Other Manual Workers	0	0	0.00
Total		219	4	4.3

Table 8:	Persons with Dis	sabilities
Subsequent	/Current Workford	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
49	0	4.3
81	2	3.8
107	1	4.6
0	0	0.0
0	0	0.0
12	1	3.4
0	ol	0.0
0	0	0.0
4	0	7.0
0	ol	0.0
3	ol	4.8
0	ol	0.0
0	0	0.0
256	4	4.3

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100	***	333	***	300	333	***	***	***	***	333	***	800	***	80	*	**	***	*	***	***	*	*	***	**	*	***	*	***	88	*	88	33	**	*	**	**	*	88	*	888	*	*	***	**	*	***	**	*	***	***	***	***	*	***	***	***	***	***	300	***	33	888	***	***	**	***	***	***	***	***	***	***	***		k
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* Source:				
2006 Census	of Canada	a		

Part 2: Flow Data Analysis

Architecture49 Inc.

2018-07-17

Start	Date of Flow	Data
YYYY	MM	DD
2016	08	22

End I	Date of Flov	v Data
YYYY	MM	DD
2018	08	17

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data	from Fori	II V - LIII	noyet
	Term	inated	·
ı	.l.	.l.	

		Table 1:	Women	
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	8	2	2	2
03 Professionals	32	9	1	0
04 Semi-Professionals & Technicians	39	13	5	1
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	6	4	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	2	2	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	88	31	8	3

Full-time /	National	Part-time /	National
All Employees Promoted	nployees Women Employees		Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 9: Women				
Full-time / National		Part-time / National		
All Employees Terminated	aployees Women Employees		Women Terminated	
#	#	#	#	
0	0	0	0	
7	4	1	1	
16	2	0	0	
29	9	2	0	
0	0	0	0	
0	0	0	0	
6	5	0	0	
0	0	0	0	
0	0	0	0	
2	2	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
60	22	3	1	

Part 2: Flow Data Analysis

Architecture49 Inc.

2018-07-17

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Start	Date of Flov	v Data
YYYY	MM	DD
2016	08	22

End I	Date of Flow	Data
YYYY	MM	DD
2018	08	17

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Tab	ole 2: Abor	iginal Pec	ples
	Full-time	/ National	Part-time / National	
Employment Equity Occupational Group (EEOG)		Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
Managers	0	0	0	0
e & Other Managers	8	1	2	0
sionals	32	2	1	0
Professionals & Technicians	39	0	5	1
visors	0	0	0	0
visors: Crafts & Trades	0	0	0	0
istrative & Senior Clerical Personnel	6	0	0	0
1 Sales & Service Personnel	0	0	0	0
l Crafts & Trades Workers	0	0	0	0
al Personnel	2	0	0	0
ediate Sales & Service Personnel	0	0	0	0
Skilled Manual Workers	1	0	0	0
Sales & Service Personnel	0	0	0	0
	Managers e & Other Managers sionals Professionals & Technicians visors visors: Crafts & Trades histrative & Senior Clerical Personnel I Sales & Service Personnel I Crafts & Trades Workers al Personnel ediate Sales & Service Personnel Skilled Manual Workers Sales & Service Personnel	Managers e & Other Managers sionals Professionals & Technicians visors Visors: Crafts & Trades el & Service Personnel d Crafts & Trades Workers al Personnel ediate Sales & Service Personnel Skilled Manual Workers Full-time All Employees Hired # # Capacitative # Full-time All Employees Hired # # Capacitative # Capacitative All Employees Hired # # Capacitative # Capacitative All Employees Hired # Capacitative All Employees All Employees Hired # Capacitative All Employees All Employees All Employees Hired # Capacitative All Employees Hired # Capacitative All Employees All Employees Hired # Capacitative All Employees All Employees Hired # Capacitative All Employees All Employee	Pent Equity Occupational Group All Employees Hired # # Managers e & Other Managers sionals Professionals & Technicians risors Crafts & Trades elistrative & Senior Clerical Personnel d Crafts & Trades Workers all Personnel ediate Sales & Service Personnel ediate Manual Workers Full-time / National Aboriginal Peoples Hired # # # # # # Aboriginal Peoples Hired # # # # # Aboriginal Peoples Hired # # # # # # # # Aboriginal Peoples Hired # # # # # # Aboriginal Peoples Hired # # # # # # # Aboriginal Peoples Hired # # # # # # # # # # # Aboriginal Peoples Hired # # # # # # # # # # # # #	All Employees Hired

14 Other Manual Workers

Total

Full-time	/ National	Part-time	National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 10: Aboriginal Peoples				
	Full-time / National Part-time			
All Employees Terminated	Aboriginal Peoples Terminated	Employees	Aboriginal Peoples Terminated	
#	#	#	#	
0	0	0	0	
7	0	1	0	
16	0	0	0	
29	0	2	1	
0	0	0	0	
0	0	0	0	
6	0	0	0	
0	0	0	0	
0	0	0	0	
2	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
60	0	3	1	

Part 2: Flow Data Analysis

Architecture49 Inc.

2018-07-17

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Start	Date of Flov	v Data
YYYY	MM	DD
2016	08	22

End I	Date of Flow	Data
YYYY	MM	DD
2018	08	17

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Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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	Table 3: Persons with Disabili				
	Full-time	/ National	Part-time	Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	8	0	2	0	
03 Professionals	32	1	1	0	
04 Semi-Professionals & Technicians	39	0	5	1	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	6	1	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	2	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	1	0	0	0	

13 Other Sales & Service Personnel

14 Other Manual Workers

Total

Full-time	/ National	Part-time	/ National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 11: Persons with Disabilities				
Full-time	II-time / National Part-time		/ National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	
#	#	#	#	
0	0	0	0	
7	0	1	0	
16	0	0	0	
29	1	2	1	
0	0	0	0	
0	0	0	0	
6	0	0	0	
0	0	0	0	
0	0	0	0	
2	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
60	1	3	1	

Part 2: Flow Data Analysis

Architecture49 Inc.

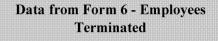
2018-07-17

Start	Date of Flov	v Data
YYYY	MM	DD
2016	08	22

End I	Date of Flow	Data
YYYY	MM	DD
2018	08	17

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted



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		•	•	•	•
		Table 4:	Members o	of Visible N	Ainorities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	8	1	2	0
03	Professionals	32	8	1	0
04	Semi-Professionals & Technicians	39	7	5	2
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	6	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	2	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	1	0	0	0
13	Other Sales & Service Personnel	0	0	0	0

14 Other Manual Workers

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

Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	C
7	1	1	(
16	1	0	C
29	2	2	1
0	0	0	(
0	0	0	C
6	0	0	(
0	0	0	C
0	0	0	(
2	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
60	4	3	1

									Data	for First/	Previous	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	\	1	<u> </u>	↓	<u> </u>	<u> </u>	↓	↓	\	<u> </u>	1	\	<u> </u>	.	<u> </u>
		Table 1: Women First/Provious Short-term Goals																	
		First/Previous Short-term Goals All Employees Women																	
		All Employees Women Turnover (Replacement of Terminated St. 3 Year Goals St. 1 St.															1		
	Number	Grov	vth (New Posi	tions)		placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires							
Employment Equity				ected		Proje		Anticipated Hires Over 3		Terminated	Employees)	Required		n - To - YYYY	Present	Bearing Con	Projected Gap	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	rroj		Actual	rroje		Years	YYYY-MM-DD			Over 3 Years	1111	- 1 1 1 1	Availability	ттезен Сар	rrojecteu Gap	Representation	Years
	2016-08-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-08-22	Annually	Over 3 Years	tears	2016	2019					
	#	9%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	19	36.2%	4.0%	2	23.9%	12.0%	7	9	4	12.0%	1	5	3	35.0%	38.9%	-3	-2	21.1%	28.6%
03 Professionals	89	-3.1%	4.0%	11	18.8%	12.0%	32	43	34	12.0%	12	10	19	45.0%	31.9%	6	9	38.2%	41.0%
04 Semi-Professionals & Tech	83	8.8%	4.0%	10	32.6%	12.0%	30	40	33	12.0%	12	12	16	40.0%	35.6%	3	4	39.8%	39.8%
05 Supervisors	2	-100.0%	4.0%	0	0.0%	12.0%	1	1	2	12.0%	1	0	0	0.0%	55.1%	1	0	100.0%	50.0%
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	17	-11.0%	4.0%	2		12.0%	6	8	11	12.0%	4	8	7	85.0%	81.4%	-3	-1	64.7%	73.7%
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	7	-17.0%	4.0%	1	36.4%	12.0%	3	4	6	12.0%	2	1	3	75.0%	67.1%	1	2	85.7%	87.5%
11 Intermediate Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	1	-100.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	1	0	66.0%	54.1%	-1	-1	0.0%	0.0%
14 Other Manual Workers	0	0.0%	4.0%		0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	219	5.3%	4.0%	26	26.5%	12.0%	79	105	90	12.0%	32	38	47	45.0%	39.2%	4	9	41.1%	42.9%

† 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.

Workloree Huarysisy - 27 x 10					Table 2: Women
P		Won	nen		
Employment Equity Occupational Group (EEOG)	Short-tei	m Goals	Long-term Goals		Comments
Occupational Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0		0.0	
02 Middle & Other Managers	1	0.0		2 0.0	Hires Nationally and promotional growth from professional and semi-professional groups as part of our gender equity initiative
03 Professionals	0	0.0		0.0	Exceeding benchmark
04 Semi-Professionals & Tech	0	0.0		0.0	Exceeding benchmark
05 Supervisors	0	0.0		0.0	
06 Supervisors: Crafts & Trades	0	0.0		0.0	
07 Administrative & Sr Clerical	3	0.0		0.0	Exceeding benchmark
08 Skilled Sales & Service	0	0.0		0.0	
09 Skilled Crafts & Trades	0	0.0		0.0	
10 Clerical Personnel	0	0.0		0,0	Exceeding benchmark
11 Intermediate Sales & Service	0	0.0		0.0	
12 Semi-Skilled Manual	0	0.0		0.0	Exceeding benchmark
13 Other Sales & Service	1	0.0		0.0	000571

		Federal Contractors Program Achievement Report											
		Part 3: Goals											
		Architecture49 Inc.											
	2018-07-17												
14	Other Manual Workers	0 0.0 0 0.0											
Total		5 0.0 2 0.0											

									Data	for First/	Previous	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓						↓	\	<u>↓</u>	<u>↓</u>			↓			↓	<u>\</u>	
		Table 3: Aboriginal Peoples First/Previous Short-term Goals																	
		All Employees Aboriginal Peoples																	
		Turnover (Replacement of Terminated 3 Year Goals																	
	Number	Grow	rth (New Posit	ions)		Employees)	Terminated		Number		eplacement of	Hires	From - To						
Employment Equity	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	cted	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected Gap	Present	Projected Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Years			Avanabinty			Representation	Years
	2016-08-22	Annually	Annually	Years	Annually	Annually	Years		2016-08-22	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	2.9%		0	0.0%	0.0%
02 Middle & Other Managers	19	36.2%	4.0%	2	23.9%	12.0%	7	9	0	12.0%	0	0	0	2.2%	2.2%	1	0	0.0%	0.0%
03 Professionals	89	-3.1%	4.0%	11	18.8%	12.0%	32	43	0	12.0%	0	1	1	2.5%	0.7%	l .	0	0.0%	1.0%
04 Semi-Professionals & Tech	83	8.8%	4.0%	10		12.0%	30	40	1	12.0%	0	0	1	2.0%	1.4%			1.2%	2.2%
05 Supervisors	2	-100.0%	4.0% 4.0%	0	0.0% 0.0%	12.0% 12.0%	1	1	0	12.0% 12.0%	0	0	٥	2.0% 0.0%	7.0%] 0	0.0%	0.0% #DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	17	0.0% -11.0%	4.0%	2	l .	12.0%	0	0	"	12.0%	0	0	"	4.3%	0.0% 4.3%		' ',	#DIV/0! 0.0%	#DIV/0! 0.0%
08 Skilled Sales & Service	1/	0.0%	4.0%	0	0.0%	12.0%	0	8	"	12.0%	0	1	"	0.0%	4.5% 0.0%] -1	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	١	0.0%	4.0%	0	0.0%	12.0%	0	0		12.0%	0	0	١	0.0%	0.0%			#DIV/0!	#DIV/0!
10 Clerical Personnel	7	-17.0%	4.0%	1	36.4%	12.0%	3	4	"	12.0%	١	1	"	7.5%	7.5%		1 1	#DIV/0:	#DIV/0! 0.0%
11 Intermediate Sales & Service	<u>′</u> م	0.0%	4.0%	0	0.0%	12.0%	0	0	"	12.0%	١	0	١	0.0%	0.0%] -1] -1	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual		0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	"	0.0%	0.0%] 6	ا آ	#DIV/0!	#DIV/0!
13 Other Sales & Service	ľ	-100.0%	4.0%	0	0.0%	12.0%	0	0		12.0%	ه ا	0	ا ٥	11.8%	11.8%] 0	l ő	0.0%	0.0%
14 Other Manual Workers		0.0%	4.0%	0	0.0%	12.0%	0	0		12.0%	0	0	ا ٥	0.0%	0.0%		م ا	#DIV/0!	#DIV/0!
Total	219		4.0%	26		12.0%	79	105	1	12.0%	0	3	1	1.0%	1.7%	-3	-2	0.5%	0.8%

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

workforce Allarysis) + 2) x 10	<i>.</i>				
					Table 4: Aboriginal Peoples
F		Aborigina	Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-t	erm Goals	Comments
Occupational Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0		0.0	
02 Middle & Other Managers	0	0.0		0.0	
03 Professionals	0	0.0		1 0.0	
04 Semi-Professionals & Tech	0	0.0		0.0	
05 Supervisors	0	0.0		0.0	
06 Supervisors: Crafts & Trades	0	0.0		0.0	
07 Administrative & Sr Clerical	1	0.0		0.0	
08 Skilled Sales & Service	0	0.0		0.0	
09 Skilled Crafts & Trades	0	0.0		0.0	
10 Clerical Personnel	1	0.0		0.0	
11 Intermediate Sales & Service	0	0.0		0.0	
12 Semi-Skilled Manual	0	0.0		0.0	
13 Other Sales & Service	0	0.0		0.0	000573

		Federal Contractors Program Achievement Report										
		Part 3: Goals										
		Architecture49 Inc.										
	2018-07-17											
14	Other Manual Workers	0 0.0 0 0.0										
Total		2 0.0 1 0.0										

									Data	for First/	Previous	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)		(K - M + O) ÷ (C + F)
	↓	↓	1	↓	↓	1	↓	↓	1	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
										5: Persons									
		First/Previous Short-term Goals																	
				All En	ployees										ith Disabiliti	28			
	Number	Grov	wth (New Posi	ions)	Turnover (Rej		Terminated		Number	Number Turnover (Replacement	onle coment of		3 Year Goals						
Employment Equity					1	Employees) Antici				Terminated		Hires Required		n - To	Present			Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Projected Gap	Representation	Representation in 3 Years
	2016-08-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2016-08-22	Annually	Over 3 Years	Years	2016	2019					Tears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	20	18.1%	4.0%	2	11.9%	12.0%	7	9	0	12.0%	0	1	0	2.0%	3.8%	-1	-1	0.0%	0.0%
03 Professionals	89	-3.1%	4.0%	11		12.0%	32	43	1	12.0%	0	4	2	4.6%	4.6%	-3	-2	1.1%	3.0%
04 Semi-Professionals & Tech	83	8.8%	4.0%	10		12.0%	30	40	2	12.0%	1	12	3	7.0%	13.9%	-10	-9	2.4%	4.3%
05 Supervisors	2	-100.0%	4.0%	0	0.070	12.0%	1	1	0	12.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	3.4%	3.4%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	17	-11.0%		2	I II	12.0%	6	8	1	12.0%	0	-1	0	0.0%	0.0%	1	1	5.9%	5.3%
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	7.0%	7.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	7	-17.0%	4.0%	1	36.4%	12.0%	3	4	0	12.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%		0		12.0%				0.0%	0.0%			#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	4.0%		0.0%	12.0%		0		12.0%				6.3%	6.3%		0	#DIV/0!	#DIV/0!
13 Other Sales & Service	1	-100.0%	4.0%		0.0%	12.0%		0		12.0% 12.0%		ا ا	١	0.0% 4.3%	0.0%	ا ا	l 0	0.0%	0.0%
14 Other Manual Workers	210	0.0%	4.0%	20	0.0%	12.0%	70	105	0		0	14	0		4.3%	12	0	#DIV/0!	#DIV/0!
Total	219	5.3%	4.0%	26	26.5%	12.0%	79	105	<u> 4</u>	12.0%	1	14] 3	2.5%	4.3%	-12	-5	1.8%	2.4%

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

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

Workforce Analysis) · 2) x 10	, o .				
				Table 6: Persons with Disabilities	
F t P t	Per	rsons with	Disabilities		
Employment Equity Occupational Group (EEOG)	Short-tern	a Goals	Long-term Go	ls Comments	
Occupational Group (EEOG)	#	%	# %		
01/02 Managers	0	0.0	1	0.0 National Hires	
03 Professionals	0	0.0	2	0.0 National Hires	
04 Semi-Professionals & Tech	2	0.0	0	0.0 National Hires	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	2	0.0	3	0.0	00575

Federal Contractors Program Achievement Report
Part 3: Goals
Architecture49 Inc.
2018-07-17

	Data for First/Previous Goals																		
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
-	<u> </u>	<u> </u>	<u> </u>	<u> </u>	\	1	<u> </u>	\	↓	<u> </u>		↓	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	.	<u> </u>
									Table 7: N				es						
				4.55.57					First	/Previous S	hort-term (Goals							
		ı		All En	•			ı							Visible Mino	rities	1		
	Number	Grov	vth (New Posi	New Positions) Turnover (Replacement of Terminated Employees)					Number	Turnover (Replacement of		Hires	3 Year Goals From - To						
Employment Equity	YYYY-MM-DD	Actual	Proi	ected	An		Anticipated Hires Over 3	YYYY-MM-DD	Terminated Employees)		Required		- YYYY	Present			Present	Projected Representation in 3	
Occupational Group (EEOG)	1111-3134-00	Actual	110)	Over 3	Actual		Over 3	Years	1111-431-00		Over 3	Over 3 Years		T	Availability		,	Representation	Years
	2016-08-22	Annually	Annually	Years	Annually	Annually	Years		2016-08-22	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	9/6	9/6
01 Senior Managers	1	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	19	36.2%	4.0%	2	23.9%	12.0%	7	9	0	12.0%	0	3	1	7.0%	15.0%			0.0%	4.8%
03 Professionals	89	-3.1%	4.0%	11	18.8%	12.0%	32	43	11	12.0%	4	16	7	17.0%	23.1%	1	-	12.4%	14.0%
04 Semi-Professionals & Tech	83	8.8%	4.0%	10		12.0%	30	40	8	12.0%	3	9	6	14.0%	15.2%	1	-3	9.6%	11.8%
05 Supervisors	2	-100.0%	4.0%	0	0.070	12.0%	1	1	0	12.0%	0	0	0	0.0%	10.2%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	1 0	1 0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	17	-11.0%	4.0%	2		12.0%	6	8		12.0%	0	1	1	16.7%	8.6%	0	0	5.9%	10.5%
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	"	12.0%	0	0	0	0.0%	0.0%	1 %	1 2	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	4.0% 4.0%	'	0.0% 36,4%	12.0% 12.0%	0	"	4	12.0% 12.0%	1	-3	"	0.0% 20.0%	0.0% 15.7%	1 4	3	#DIV/0!	#DIV/0! 12.5%
10 Clerical Personnel	/	-17.0%	4.0%	1		12.0%	3	4	"	12.0%	0	1	1	15.0%	0.0%	-1] "	0.0% #DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	4.0%	"	0.0% 0.0%	12.0%	0	"	"	12.0%	0	0	0	0.0%	0.0%	1 0		#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	"	-100.0%	4.0%	1 ,	0.0%	12.0%				12.0%	0	١	"	0.0%	29.0%	1 ,] ,	#DIV/0!	#DIV/0! 0.0%
14 Other Manual Workers	1	0.0%	4.0%] ,	0.0%	12.0%				12.0%		0		0.0%	0.0%	1 %	l ,	#DIV/0!	#DIV/0!
Total	219		4.0%			12.0%	79	105	24		0	29	19	18.0%	17.9%	-15	-10	#DIV/0!	13.9%

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

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

workforce Analysis) + 2) x 10	<i>J</i> U.				
					Table 8: Members of Visible Minorities
F	Men	ibers of Visi	ble Minor	ities	
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-te	erm Goals	Comments
Occupational Group (EEGG)	#	%	#	%	
01 Senior Managers	0	0.0	(National Hires
02 Middle & Other Managers	1	0.0	2		National Hires and Promotions of Professional and Technicians
03 Professionals	4	0.0	(Toronto, Vancouver, Winnipeg, And Montreal
04 Semi-Professionals & Tech	4	0.0	1	0.0	Toronto, Vancouver, Winnipeg, And Montreal
05 Supervisors	0	0.0	(0.0	
06 Supervisors: Crafts & Trades	0	0.0	(0.0	
07 Administrative & Sr Clerical	0	0.0	(0.0	
08 Skilled Sales & Service	0	0.0	(0.0	
09 Skilled Crafts & Trades	0	0.0	(0.0	
10 Clerical Personnel	0	0.0	(0,0	
11 Intermediate Sales & Service	0	0.0	(0.0	
12 Semi-Skilled Manual	0	0.0	(0.0	
13 Other Sales & Service	0	0.0	(0.0	000577

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14	Other Manual Workers	0 0.0 0 0.0
Total		9 0.0 9 0.0

									Data for	Subsequ	ent/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
<u> </u>		<u></u>	V	<u> </u>	······································	\	············		<u></u>	<u>, </u>	·····································	J	············	↓	J	V	↓	<u>↓</u>	······································
	Table 9: Women																		
	Subsequent/Current Short-term Goals All Employees Women																		
				All En	·			ı		Women									
	Number	Grov	vth (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated		Number	ber Turnover (Replacement of		Hires	3 Year Goals From - To						
Employment Equity	YYYY-MM-DD	Actual Projected						Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		1 - 10 - YYYY	Present	Present Can	Projected Gap	Present	Projected Representation in 3
Occupational Group (EEOG)	TTTT-MM-DD	Actuai	110)		Actual	1101	Over 3	Years	1111-8131-00		Over 3	Over 3 Years			Availability	resem cup	11 ojecteu Gup	Representation	Years
	2018-08-17	Annually	Annually	Over 3 Years	Annually	Annually	Years		2018-08-17	Annually	Years	rears	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	48	36.2%	4.0%	6	23.9%	12.0%	17	23			4	15	9	40.0%	38.9%	1	-6	20.8%	27.8%
03 Professionals	81	-3.1%	4.0%	10		12.0%	29	39	1	1	13	6	18	45.0%	32.1%	10	12	44.4%	45.1%
04 Semi-Professionals & Tech	107	8.8%	4.0%	13		12.0%	39	52	41	12.0%	15	15	21	40.0%	33.9%	5	6	38.3%	39.2%
05 Supervisors	0	-100.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	12	-11.0%	4.0%	1	41.4%	12.0%	4	5	10	12.0%	4	4	4	85.0%	80.7%	0	0	83.3%	76.9%
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	4	-17.0%	4.0%	0	50.170	12.0%	1	1	4	12.0%	1	0	1	75.0%	66.0%	1	1	100.0%	100.0%
11 Intermediate Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	3	0.0%	4.0%	0	0.0%	12.0%	1	1	3	12.0%	1	-2	0	0.0%	14.5%	1	2	100.0%	66.7%
13 Other Sales & Service	0	-100.0%	4.0%	0	0.0%	12.0%	0	0		12.0%	0	0	0	66.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	256	5.3%	4.0%	31	26.5%	12.0%	92	123	104	12.0%	37	40	55	45.0%	37.2%	1 9	15	40.6%	42.5%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

			Table 10: Women
Employment Equity	Wom	en	
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0	0.0%	
02 Middle & Other Managers	0.4	40.0%	
03 Professionals	0.5	45.0%	
04 Semi-Professionals & Tech	0.4	40.0%	
05 Supervisors	0.0	0.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	
07 Administrative & Sr Clerical	0.9	85.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	0.0	0.0%	
10 Clerical Personnel	0.8	75.0%	
11 Intermediate Sales & Service	0.0	0.0%	
12 Semi-Skilled Manual	0.0	0.0%	
13 Other Sales & Service	0.7	66.0%	000579
14 Other Manual Workers	0.0	0.0%	

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Total	0.5 45.0%

									Data for	Subsequ	ent/Curre	ent Goals								
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	$\pm ((C) + E) \times (V)$	K ÷ C	(K - M + O) ÷ (C + F)	
·	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	\	<u> </u>	<u> </u>		J	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	1	<u> </u>	
									Table 11: Aboriginal Peoples											
				4.88.87					Subsequ	aent/Currer	nt Short-ter	m Goals								
				All En											inal Peoples		1		ı	
	Number Growth (New Positions) Turnover (Replacement of Terr Employees)										over (Replacement of Hires		3 Year Goals From - To							
Employment Equity	YYYY-MM-DD	Actual	Proi	ected	Actual Projected			Anticipated Hires Over 3	Terminated Emple		Employees)	Required	7777-7777		Present		Projected Gap	Present	Projected Representation in 3	
Occupational Group (EEOG)	1111-3131-00	Actual	110)	Over 3	Actual	******	Over 3	Years	1111-3131-00		Over 3	Over 3 Years	,	1	Availability		,	Representation	Years	
	2018-08-17	Annually	Annually	Years	Annually	Annually	Years		2018-08-17	Annually	Years		2018	2021						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	C	0.0%	2.9%		0	0.0%	0.0%	
02 Middle & Other Managers	48	36.2%	4.0%	6	23.9%	12.0%	17	23		12.0%	0	0	1	2.2%	2.2%	0	1	2.1%	3.7%	
03 Professionals	81	-3.1%	4.0%	10	10.070	12.0%	29	39	1 ~	12.0%	1	0	1	2.5%	0.7%	1	1	2.5%	2.2%	
04 Semi-Professionals & Tech	107	8.8%	4.0%	13		12.0%	39	52	2	12.0%	1	1	1	2.0%	1.4%	1	0	1.9%	1.7%	
05 Supervisors	0	-100.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	(0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	12	-11.0%	4.0%	1	41.4%	12.0%	4	5	0	12.0%	0	1		10.0%	4.6%	-1	0	0.0%	7.7%	
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0		0.0%	0.0%	0		#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0		0.0%	0.0%	1 0	1 0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	4	-17.0%	4.0%	0	50.170	12.0%	1	1	0	12.0%	0	0		7.5%	4.0%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%	4.0%	0	0.070	12.0%	0	0	1 0	12.0%	0	0		0.0%	0.0%	1 0		#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual] 3	0.0%	4.0%	0	0.0%	12.0%				12.0%	0	0	"	0.0%	10.0%	1 0] 0	0.0%	0.0%	
13 Other Sales & Service		-100.0%	4.0%		0.0%	12.0%	0	0		12.0%	0	0		11.8%	0.0%] 0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	250	0.0%	4.0%		0.0%	12.0%	92	122	0	12.0%	0	0		0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	256	5.3%	4.0%	31	26.5%	12.0%	92	123	1 3	12.0%	2	2	2	2.0%	1.6%	1	1 0	2.0%	1.7%	

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

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

			Table 12: Aboriginal Peoples
Employment Equity	Aborigina	l Peoples	
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0	0.0%	
02 Middle & Other Managers	0.0	2.2%	
03 Professionals	0.0	2.5%	
04 Semi-Professionals & Tech	0.0	2.0%	
05 Supervisors	0.0	2.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	
07 Administrative & Sr Clerical	0.1	10.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	0.0	0.0%	
10 Clerical Personnel	0.1	7.5%	
11 Intermediate Sales & Service	0.0	0.0%	
12 Semi-Skilled Manual	0.0	0.0%	
13 Other Sales & Service	0.1	11.8%	000581
14 Other Manual Workers	0.0	0.0%	

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Total	0.0 2.0%

									Data for	Subsequ	ent/Curre	ent Goals								
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
					<u> </u>									↓			↓	↓		
										3: Person										
									Subsequent/Current Short-term Goals											
		I		All En	ployees								Persons with Disabilities 3 Year Goals							
	Number	Grov	vth (New Posit	ions)		eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals n - To						
mployment Equity	YYYY-MM-DD	Anticipated						Anticipated	YYYY-MM-DD	Terminated	Employees)	Required		n - 10 - YYYY	Present	Present Can	Projected Gap	Present	Projected Representation in 3	
Occupational Group (EEOG)	YYYY-MM-DD	Actuai	Frej		Actual	rroje		Years	YYYY-MM-DD		0.1	Over 3 Years	1111	- 1 1 1 1	Availability	i resent Gap	110jected Gap	Representation	Years	
	2018-08-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-17	Annually	Over 3 Years	i cars	2018	2021						
	Ħ	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	49	18.1%	4.0%	6	11.9%	12.0%	18	24	l	12.0%	0	2	1	4.0%	4.3%	-2	-1	0.0%	1.8%	
03 Professionals	81	-3.1%	4.0%	10	18.8%	12.0%	29	39	2	12.0%	1	2	2	4.6%	3.8%	-1	0	2.5%	3.3%	
04 Semi-Professionals & Tech	107	8.8%	4.0%	13	1 22.0.0	12.0%	39	52	1	12.0%	0	5	5	9.0%	4.6%	-4	0	0.9%	5.0%	
05 Supervisors	0	-100.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	3.4%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	12	-11.0%	4.0%	1	41.4%	12.0%	4	5	1	12.0%	0	-1	0	0.0%	3.4%	1	1	8.3%	7.7%	
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	7.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	4	-17.0%	4.0%	0	50.170	12.0%	1	1	0	12.0%	0	0	0	0.0%	7.0%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	3	0.0%	4.0%	0	0.0%	12.0%	1	1	0	12.0%	0	0	0	6.3%	4.8%	0	0	0.0%	0.0%	
13 Other Sales & Service		-100.0%	4.0%		0.0%	12.0%	0			12.0%		0		0.0%	0.0%		0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	256	0.0%	4.0%	0	0.0%	12.0%	0	122	0	12.0%	0	0	0	4.3%	0.0%	-7	0	#DIV/0!	#DIV/0!	
Total	256	5.3%	4.0%	31	26.5%	12.0%	92	123	<u> 4</u>	12.0%	1	9	6	5.0%	4.3%	-7	-3	1.6%	3.1%	

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- t Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Workforce Analysis) · 2) x 10	70.		
			Table 14: Persons with Disabilities
Part Part	Persons with	Disabilities	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01/02 Managers	0.0	4.0%	
03 Professionals	0.0	4.6%	
04 Semi-Professionals & Tech	0.1	9.0%	
05 Supervisors	0.0	0.0%	
06 Supervisors: Crafts & Trades	0.0	3.4%	
07 Administrative & Sr Clerical	0.0	0.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	0.1	7.0%	
10 Clerical Personnel	0.0	0.0%	
11 Intermediate Sales & Service	0.0	0.0%	
12 Semi-Skilled Manual	0.1	6.3%	
13 Other Sales & Service	0.0	0.0%	
14 Other Manual Workers	0.0	**************************************	
Total	0.1	5.0%	000583

									Data for	Subsequ	ent/Curre	ent Goals							
A B	С	D	E	F	G	Н	Ī	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
<u></u>	<u> </u>	1	↓	\	\	\	<u> </u>	<u> </u>	<u> </u>	<u> </u>	↓	1	<u> </u>	\	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>
									Table 15:				ies						
				4 4 4 4 7					Subsequ	ient/Currer	it Short-ter	m Goals							
				All En	ployees			ı							Visible Mino	rities	ı	ı	ı
	Number	Grov	vth (New Posit	tions)	Turnover (Re	eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals n - To					
Employment Equity	YYYY-MM-DD	Actual	D	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - 10 - YYYY	Present	Present Con	Projected Gap	Present	Projected Representation in 3
Occupational Group (EEOG)	1111-MM-DD	Actuai	110)	Over 3	Actual	1101	Over 3	Years	1111-431-00		Over 3	Over 3 Years		1	Availability	resem cup	11 ojecteu Gup	Representation	Years
	2018-08-17	Annually	Annually	Years	Annually	Annually	Years		2018-08-17	Annually	Years		2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	48	36.2%	4.0%	6	23.9%	12.0%	17	23		12.0%	1	7	3	12.0%	15.0%	-5	-4	4.2%	7.4%
03 Professionals	81	-3.1%	4.0%	10		12.0%	29	39		12.0%	6	10	8	21.0%	22.8%	-1	-2	21.0%	20.9%
04 Semi-Professionals & Tech	107	8.8%	4.0%	13		12.0%	39	52	14	12.0%	5	11	9	16.7%	16.7%	-4	-2	13.1%	15.0%
05 Supervisors	0	-100.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	12	-11.0%	4.0%	1	41.4%	12.0%	4	5	2	12.0%	1	0	1	16.7%	9.4%	1	1	16.7%	15.4%
08 Skilled Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	4.0%	0	0.070	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	4	-17.0%	4.0%	0	30.170	12.0%	1	1	0	12.0%	0	1	0	20.0%	14.1%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	15.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual] 3	0.0%	4.0%	0	0.0%	12.0%		1	0	12.0%	0	1	0	27.9%	27.9%	-1	-1	0.0%	0.0%
13 Other Sales & Service	0	-100.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	256	5.3%	4.0%	31	26.5%	12.0%	92	123	35	12.0%	13	30	25	20.0%	18.0%	-11	-5	13.7%	16.4%

- † 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 16: Members of Visible Minorities
Employment Equity	Members of Vis	ble Minorities	
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0	0.0%	
02 Middle & Other Managers	0.1	12.0%	
03 Professionals	0.2	21.0%	
04 Semi-Professionals & Tech	0.2	16.7%	
05 Supervisors	0.0	0.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	
07 Administrative & Sr Clerical	0.2	16.7%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	0.0	0.0%	
10 Clerical Personnel	0.2	20.0%	
11 Intermediate Sales & Service	0.2	15.0%	
12 Semi-Skilled Manual	0.3	27.9%	
13 Other Sales & Service	0.0	0.0%	000584
14 Other Manual Workers	0.0	0.0%	

	Federal Contractors Program Achievement Report	
	Part 3: Goals	
	Architecture49 Inc.	
	2018-07-17	
Total 0.2	20.0%	

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
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Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
		Analysis	Analysis	x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100	<u> </u>		Data Analysis	Analysis	100			Data Analysis	Analysis	100		<u> </u>
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Employment Equity	.,				Vorkforce						Hires			T		romotio	•		Ι	Teri	minatio	ns	
Occupational Group	Year	All				men			All			omen		All			omen		All			men	
(EEOG)	#	Employees	Represe	ntation %	-	ability #	Gap #	EE Result	Employees #	Ac	tual	Expected #	Difference #	Employees	Act	ual %	Expected #	Difference	Employees	Actus		Expected #	Difference #
	2016	# 1	# 0	0.0	27.4		0	%	#	#	%	Ħ	#	#	#	76	#	#	Ħ	#	9/6	#	Ħ
01 Senior Managers	2018	1	0	0.0	27.4		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	(
02 Middle & Other Managers	2016 2018	19		21.1	38.9		-3 -9	54.1 53.6	10	4	40.0	1	0		0	0.0	0	0	8	5	62.5	2	
03 Professionals	2016	89		38.2			6	119.8	10	1	40.0			,		0.0	-		0		02.5		
	2018	81	 	44.4			10		33	9	27.3	11	-2	2 0	0	0.0	0	0	16	2	12.5	6	/
04 Semi-Professionals & Technicians	2016	83 107	33 41	39.8 38.3	35.6 33.9		5	111.7 113.0	44	14	31.8	15	-1	0	0	0.0	0	0	31	9	29.0	12	-3
05 Supervisors	2016	2	2	100.0	55.1		1	181.5			51.0	15		, , ,	Ů	0.0			2.1	1	27.0		
	2018 2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	C
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	C
		·			7					·		,											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D x$ 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	F	low Data Won	ion		Short-ter Wor		S		Long-ter Won								7					
Occupational Group (EEOG)		All Employees	Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(ommen	IS .				
	#	#	# 1	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01 Senior Managers	2018	0	0	0.0		0.0	0.0	0.0	0		0.0												
	2021	0	0	0.0)	100.0	0.0	0.0	_	50.0	0.0												
02 Middle & Other Managers	2018	2 2	-1 -1	-50.0 -50.0		-100.0	0.0	0.0 -12500.0	2	-50.0	0.0												
03 Professionals	2018	17	7	41.2	. 0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Comi Duofossionala fe	2021 2018	17 13	-	41.2 38.5	6 (100800 (100800) (100800 (1008	0.0	0.5	9150.3 0.0	0	0.0	0.5												
04 Technicians	2018	13		38.5	CONTROL OF THE PROPERTY OF THE	0.0	0.0	9615.4	0	0.0	0.4												
05 Supervisors	2018	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0												
Supervisors: Crafts &	2021 2018	0	0	0.0	31000310003100031000	0.0	0.0	0.0	0	0.0	0.0												
06 Trades	2021	0	0	0.0		- 1 0	0.0		Ĭ		0.0												

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Occupational Group (EEOG)	1	All Employees	Represe		Woi Avails		r	EE Result	All Employees		Vi tual	omen	Difference	All Employees		W tual	omen	Difference	All Employees	Act		omen	Difference
	#	#	#	%	%	#	Gap #	%	#	#	%	Expected #	#	#	#	%	Expected #	#	#	#	%	Expected #	#
07 Administrative & Senior Clerical	2016 2018	17 12	11 10	64.7 83.3	81.4 80.7	14 10	-3 0	79.5 103.3	6	4	66.7	5	-1	. 0	0	0.0	0	0	6	5	83.3	4	1
08 Skilled Sales & Service Personnel	2016 2018	0	0	0.0	0.0		0	0.0	0	0		0	(0		0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0		0	0.0	, and the second								0						
10 Clerical Personnel	2018 2016	7	6	0.0 85.7	0.0 67.1	5	1	0.0 127.7	0	0		0	(0	0		0	0	0	0	0.0	0	0
Intermediate Sales &	2018 2016	0	4 0	100.0	66.0 0.0		1 0	151.5 0.0	2	2	100.0	1	1	. 0	0	0.0	0	0	2	2	100.0	2	0
Service Personnel Semi-Skilled Manual	2018 2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
Workers Walland	2018	3	3		14.5	0	3	689.7	1	1	100.0	0	1	. 0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity Occupational Group	Year	All	Wor	nen		Wo				Won							C	ommen	ts				
(EEOG)		Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2018	0	-1 -1	0.0	3	-33.3	0.0	0.0	0	0.0	0.0	0.0											
08 Skilled Sales & Service Personnel	2018 2021	0	0	0.0	0	0.0	0.0	0.0	UNIXTUDOXTUDOXTUDOXTUDOX	0.0	0.0												
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	gx=ngx=ngx=ngx=ng	0.0	0.0	0.0	0	0.0	0.0	0.0											
10 Clerical Personnel	2021 2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Intermediate Sales &	2021	0	0	0.0	0	0.0	0.8	0.0		0.0	0.8												
Service Personnel Semi-Skilled Manual	2021 2018	0	0 1	0.0	0	0.0	0.0	0.0		0.0	0.0	-											
Workers Wandar	2021	1	1	100.0	· ·		0.0	0.0			0.0												

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Occupational Group (EEOG)		All Employees	-		Wo		_		All Employees			omen		All Employees			omen		All Employees		·····,	men	T	
(LLOO)	#	##	Represe	ntation %	Avail	ability #	Gap #	EE Result	##	Ac	tual %	Expected #	Difference #	##	Ac	tual %	Expected #	Difference #	Employees	Actu	al %	Expected #	Difference #	
Other Sales & Service	2016	1	0	0.0	54.1	1	-1	0.0																
Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
Other Manual Workers	2016 2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	-	
Total	2016	219	90	41.1	39.2	86	4	104.8																
Total	2018	256	104	40.6	37.2	95	9	109.2	96	34	35.4	36	-2	0	0	0.0	0	0	63	23	36.5	26	-3	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100												
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		New	Entra	nts				G	oals															
Employment Equity	Year	F	ow Data			Short-ter		S		Long-ter														
Occupational Group (EEOG)		All Employees	Wor Act		Goal	Wor Percent of Goal Met	nen Goal	Percent of Goal Met	Goal	Won Percent of Goal Met	Goal	Percent of Goal Met												
	#	#	#	%	#	%	%	%	#	%	%	%												
Other Sales & Service	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0		0.0												
Personnel	2021 2018	0	0	0.0	0	0.0	0.7	0.0	0	0.0	0.7	0.0												
14 Other Manual Workers	2018	0	0	0.0		0.0	0.0	0.0	U	0.0	0.0	0.0												
Total	2018	33	11	33.3	5	220.0	0.0	0.0	2	550.0	0.0	0.0												
	2021	33	11	33.3			0.5	7407.4			0.5	7407.4												

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(EEOG)		All Employees	Represe	ntation	· · · · · · · · · · · · · · · · · · ·	ability	Gap	EE Result	All Employees	Ac	Aporigi	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act	_	Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	2016 2018	1	0	0.0	2.9	:	0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
02 Middle & Other	2016	19		0.0	+	•	0	-		0	0.0	0	U			0.0	0	0	0	0	0.0	- 0	0
Managers Managers	2018	48	1	2.1	2.2		0	94.7	10	1	10.0	0	1	0	0	0.0	0	0	8	0	0.0	0	0
03 Professionals	2016 2018	89 81	0 2	0.0 2.5			-1	0.0 352.7	33	2	6.1		,		0	0.0	0	0	16	0	0.0	0	
Semi-Professionals &	2016	83	1	1.2			0	86.1	33		0.1	1	2	. 0		0.0	0	0	10	0	0.0	0	0
04 Technicians	2018	107	2	1.9			1	133.5	44	1	2.3	1	0	0	0	0.0	0	0	31	1	3.2	0	1
05 Supervisors	2016 2018	2	0	0.0	7.0		0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts &	2016	0	0	0.0		:	0	0.0			0.0					0.0	0	0	0	Ü	0.0		V
Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity Occupational Group	Year	F	ow Data Aborigina	l Peoples		Short-te Aborigin	rm Goal al Peoples	S		Long-ter Aborigina							-	Commen	to				
(EEOG)		All Employees	Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	Junien	LS .				
	#	#	4	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	2021	0	0	0.0)	_	0.0	0.0	100000000000000000000000000000000000000	_	0.0												
02 Middle & Other Managers	2018	2 2	1	50.0	0	0.0	4	0.0	0	0.0		0.0 227272.7											
	2018	17			0	0.0			1	200.0	0.0												
03 Professionals	2021	17	2	11.8			0.0	47058.8			0.0	47058.8											
04 Semi-Professionals & Technicians	2018 2021	13	0	0.0	econgroupe congroup	0.0	0.0	0.0		0.0	0.0												
	2021	13	0	0.0	8.199000.199000.199000.1990	0.0	0.0	0.0		0.0													
05 Supervisors	2021	0	0			,	0.0	0.0			0.0												
06 Supervisors: Crafts & Trades	2018	0	0	0.0		0.0				0.0	0.0												
Trades	2021	0	0	0.0			0.0	0.0			0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity Occupational Group	Year			W	orkforce Aborigin					ı	Hires	nal Peoples			P	romotio	ns Peoples			Te	rminatio	ns nal Peoples	
(EEOG)		All Employees	Represen	itation	Avail		Gap	EE Result	All Employees	Act	tual	Expected	Difference	All Employees	Act	_	Expected	Difference	All Employees	Act	_	Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative &	2016	17	0	0.0	4.3		-1	0.0															
Senior Clerical Skilled Sales &	2018	12	0	0.0	4.6 0.0		-1	0.0	6	0	0.0	0	0	0	0	0.0	0	0	6	0	0.0	0	0
08 Service Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts &	2016	0	0	0.0	0.0		0	0.0															
Trades Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	7	0	0.0	7.5 4.0	1	-1	0.0	2	0	0.0	0	0		0	0.0	0	0	2	0	0.0	0	0
Intermediate Sales &	2016	0	0	0.0	0.0	0	0	0.0			0.0	0		,		0.0	U	0	2	0	0.0	- 0	
Service Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	10.0	0	0	0.0	1	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
WOIKCIS	2018	3	U ₁	0.0	10.0	0		0.0	1	1 0	0.0		U	<u>' </u>	<u> </u>	0.0	0	0	0	U:	0.0	0	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			Entran	ts		GI			oals	*													
Employment Equity Occupational Group	Year		low Data Aboriginal	Peoples		Short-te	rm Goar al Peoples	S		Long-ter Aborigina							-	Commen	to				
(EEOG)		All Employees	Actu		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Jumen	L3				
	#	#	# :	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07 Administrative &	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0											
Senior Clerical	2021	0	0	0.0			0.1	0.0			0.1	0.0											
08 Skilled Sales & Service Personnel	2018	0		0.0	0	0.0			THE RELIGIOUS PROPERTY OF THE	0.0		0.0											
Skilled Crofts &	2021	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
09 Trades Workers	2021	0	0	0.0		۷.0	0.0		V	V.0	0.0	0.0											
10 Clerical Personnel	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0		0.0											
	2021	0	0	0.0		^^	0.1				0.1	0.0											
Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
12 Semi-Skilled Manual	2018	1	0	0.0	0	0.0	0.0		0	0.0		0.0											
Workers Workers	2021	1	0	0.0			0.0	0.0			0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q÷Px 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	√÷Ux 100	U x F ÷ 100	V - X	
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				Workfo	orce An	alysis									Flow	Data A	nalysis							
Employment Equity	Year			W	orkforce						Hires				I	romotic				Terr	ninatio			
Occupational Group (EEOG)		All Employees	Represe	entation	Aborigin Avail		Gap	EE Result	All Employees	Ac.	Aborigi tual	nal Peoples Expected	Difference	All Employees	Δ.	Aborig tual	Expected	Difference	All Employees	Actua	- ,	al Peoples Expected	Difference	
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	##	#	
Other Sales & Service	2016	1	0		11.8	0	0	0.0																
Personnel	2018 2016	0	0		0.0	0	0	0.0	0	0	0.0	0	0	0	C	0.0	0	C	0	0	0.0	0	0	
14 Other Manual Workers	2018	0	0				0	0.0	0	0	0.0	0	0	0	C	0.0	0	C	0	0	0.0	0	0	
Total	2016	219	1	0.5		4	-3	26.9																
7000	2018	256	5	2.0	1.6	4	1	122.1	96	4	4.2	2	2	. 0	0	0.0	0	0	63	1	1.6	0	1	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100												
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		New	Entrai	nts				G	oals															
Employment Equity	Year	FI	ow Data			Short-te		S		Long-ter														
Occupational Group	i cai	All	Aborigina	-		Aborigina Percent of	d Peoples	Percent of		Aborigina Percent of		Dorsont of					(Commen	ts					
(EEOG)		Employees	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Other Salas & S	# 2018	#	# ()	%	#	% 0,0	0.0	%	#	0,0	%													
Other Sales & Service Personnel	2018	0	0		C. C	0.0	0.0	0.0	0	0.0	0.0	0.0												
Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Workers	2021	0	0			150.0	0.0			200.0	0.0	0.0												
Total	2018 2021	33 33	3		2	150.0	0.0	0.0 45454.5	1	300.0	0.0	0.0 45454.5												
	2021	33	3	9.1			0.0	+3434.3		1	0.0	43434.3												

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									I	Part 6: R				Disabiliti	ies									
												tecture 018-07-												
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Α	В	C	D	Е	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U	V	W	X	Y
Data sourc	ces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employ	yment Equity	Vanu				orce An						Hires					romotio	nalysis ns			Ter	minatio	ns	
Occupa (EEOC	ational Group ⊇\	Year	All			Persons with	Disabilities	,		All		Persons w	ith Disabilitie		All		Persons w	ith Disabilitie	,	All		ersons wi	th Disabilitie	
(LLOC	,,	#	Employees #	Represer	ntation %	Avail:	ability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Act	ual %	Expected #	Difference #	Employees #	Actu	ul %	Expected #	Difference #
01		2016	20	0	0.0	3.8	1	-1	0.0															
& Ma 02	magers	2018	49	0	0.0	4.3	2	-2	0.0	10	0	0.0	0	0	0	0	0.0	0	0	8	0	0.0	0	0
03 Pro	fessionals	2016 2018	89 81	1 2	1.1 2.5	4.6 3.8		-3 -1	24.4 65.0	33	1	3.0	1) 0	0	0.0	0	0	16	0	0.0	0	
	ni-Professionals &	2016	83	2	2.4	13.9	12		17.3				1		, ,			U	U					U
	chnicians	2018 2016	107	1	0.9	4.6 0.0		-4 0	20.3	44	1	2.3	2	-1	0	0	0.0	0	0	31	2	6.5	1	1
	pervisors	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	pervisors: Crafts & ndes	2016 2018	0	0	0.0	3.4 0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sourc	pes:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	its				G	oals														
	yment Equity	Year	FI	ow Data Persons	with			rm Goal			Long-ter													
(EEOC	ational Group 5)		All Employees	Disabi			Percent of	h Disabilitie	Percent of		Percent of		Percent of					(Commen	ts				
		#	#	Actu	121 %	Goal #	Goal Met	Goal %	Goal Met	Goal #	Goal Met	Goal	Goal Met											
01		2018	2	0	0.0	0	0.0	0.0	0.0	1	0.0		0.0											
02 Ma	magers	2021	2	0	0.0			0.0	0.0			0.0	0.0	0.0										
03 Pro	ofessionals	2018 2021	17 17	1 1	5.9 5.9	0	0.0	0.0		2	50.0	0.0	+											
	ni-Professionals &	2018	13	-1	-7.7	2	-50.0	0.0	0.0	0	0.0	0.0	0.0 0.0											
Tec	chnicians	2021 2018	13	-1 0	-7.7	0	0.0	0.1	-8547.0 0.0	0	0.0	0.1	-8547.0 0.0											
	pervisors	2021	0	0	0.0			0.0	0.0	_		0.0	0.0											
	pervisors: Crafts & ades	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											

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								I	Part 6: R	esults -	Person	s with E	isabiliti	ies									
												49 Inc.											
										20	018-07-	-17											
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity			•		orce An						***			T			nalysis		1	· · ·			
Occupational Group	Year	All		V	orkforce Persons with		;		All		Hires Persons w	ith Disabilitie		All	P	romotio Persons w	NS ith Disabilitie	is	All	10	erminati Persons w	D NS ith Disabilitie	is.
(EEOG)		Employees	Represe	entation	Availa	bility	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Act	ual	Expected	Difference	Employees	Ac	tual	Expected	Difference
later e	#	#	# 1	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	¥
07 Administrative & Senior Clerical	2016 2018	17 12	1	5.9 8.3	0.0 3.4	0	1	0.0 245.1	6	1	16.7	0	1	0	0	0.0	0	0	6	0	0.0	0	0
08 Skilled Sales &	2016	0	0		0.0	0	0	0.0															
Service Personnel Skilled Crafts &	2018 2016	0	0		7.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
09 Trades Workers	2018	0	0		0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	7	0		0.0	0	0	0.0								0.0				0			
11 Intermediate Sales &	2018 2016	0	0		7.0 0.0	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0					
Service Personnel	2018	0	0		0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	3	0		6.3 4.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		New	Entra	nts					oals														
Employment Equity	Year	FI	ow Data	ıs with			rm Goal			Long-ter													
Occupational Group (EEOG)		All Employees	Disab				h Disabilitie			Persons with	Disabilities	1					(Commen	its				
(3.3.3)		Limpioyees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
Administrative &	# 2018	# 0	# 1	% 0.0	# 0	0.0	% 0.0	%	# 0	0.0	% 0.0	0.0											
O7 Senior Clerical	2021	0	1			0.0	0.0			0.0	0.0												
08 Skilled Sales & Service Personnel	2018	0	0		0	0.0		0.0	PRITURE REPORT OF THE PRINCE TO SERVICE AND ADDRESS OF THE PRINCE TO SERVICE AND ADDR	0.0													
Shilled Crofts for	2021 2018	0	0		0	0.0	0.0	0.0		0.0	0.0												
09 Trades Workers	2021	0	0	0.0	· ·		0.1	0.0			0.1	0.0											
10 Clerical Personnel	2018 2021	0	0 0	0.0	0	0.0	0.0	0.0			0.0	0.0											
Intermediate Sales & Service Personnel	2018	0	0		0	0.0	0.0	0.0		0.0	0.0												
Semi-Skilled Manual	2021	1	0		0	0.0	0.0	0.0	1100×51100×51100×51100×51100×	0.0	0.0												
Workers Workers	2021	1	0	0.0			0.1	0.0			0.1	0.0											

	Federal Contractors Program Achievement Report																							
	Part 6: Results - Persons with Disabilities																							
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A	В	С	D	E	F	G	Н	I	J	K	<u>L</u>	M	N	О	Р	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q÷Px 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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	ployment Equity apational Group	Year	ar			Workforce					•	Hires				I	Promotio				Te	rminatio		
	EOG)		All Employees	Represen		Persons with Availa		Gap	EE Result	All Employees	Aci	Persons w tual	ith Disabilities Expected	Difference	All Employees	- Ai	Persons w	th Disabilitie Expected	Difference	All Employees	Act		th Disabilitie Expected	S Difference
		ij	#	#	%	%	#	#	%	Ħ	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13	l	2016	1	0	0.0	0.0	0	0	0.0															
	Personnel	2018 2016	0	0	0.0	0.0 4.3	0	0	0.0	0	0	0.0	0	0	0	C	0.0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Tota	a1	2016	219	4	1.8		#REF!	#REF!	0.0															
100	11	2018	256	4	1.6	4.3	11	-7	36.3	96	3	3.1	4	-1	0	C	0.0	0	0	63	2	3.2	1	1
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	ts				G	oals														
Em	ployment Equity		FI	ow Data			Short-te	rm Goal	S		Long-ter	m Goals												
	upational Group	Year	All	Persons Disabil		1	Persons wit	h Disabilitie	i		Persons with	Disabilities						('ommen	its				
(El	EEOG)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	lod gd eg :	# 2010	#	#	%	#	%	%	%	#	%	%	%											
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14	Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
L.*	Workers	2021	0	0	0.0		50 O	0.0	0.0	_	22.2	0.0	l .											
Tota	al 2018 2021		33 33	1 1	3.0	2	50.0	0.0	0.0 6060.6	3	33.3	0.0	0.0 6060.6											

	Federal Contractors Program Achievement Report																						
	Part 7: Results - Members of Visible Mino										-												
										Archi	tecture	49 Inc.											
										20	018-07-	-17											
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
	••••••	Part 1:	Part 1:	E÷D	Part 1:	D C		E÷ H	Part 2: Flow	Part 2:	I . V			Part 2: Flow	Part 2:	O ÷ B v			Part 2: Flow	Part 2:	V÷Ux		
Data sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	D x G ÷ 100	E - H	x 100	Data Analysis	Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Data Analysis	Flow Data Analysis	Q÷Px 100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
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n					orce An	•										Data A	•						
Employment Equity Occupational Group	Year	All		W	orkforce Visible M				All		Hires	Minorities		All	P	romotio Visible	Minorities		All	Te	erminatio Visible	Minorities	
(EEOG)		Employees	Represer	ntation	Avail		Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac		Expected	Difference	Employees	Ac	tual	Expected	Difference
	#	Ħ	#	%	9/0	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/6	#	#
01 Senior Managers	2016 2018	1	0	0.0	10.1 10.1	0	0	0.0 0.0	0	0	0.0	0	0) 0	0	0.0	0	0	0	0	0.0	0	0
02 Middle & Other	2016	19		0.0	15.0		-3				***					***	·	·			*.*		
Managers	2018	48 89	2	4.2	15.0 23.1		-5	27.8 53.5	10	1	10.0	2	-1	1 0	0	0.0	0	0	8	1	12.5	0	1
03 Professionals	2016	89	11 17	12.4 21.0	23.1		-10 -1		33	8	24.2	8	0	0	0	0.0	0	0	16	1	6.3	2	-1
04 Semi-Professionals &	2016	83	8	9.6	15.2																		
Technicians	2018 2016	107	14 0	13.1	16.7 10.2			78.3 0.0	44	. 9	20.5	7	2	2 0	0	0.0	0	0	31	3	9.7	3	0
05 Supervisors	2018	0	0	0.0	0.0	<u> </u>	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts &	2016	0	0	0.0	0.0		0	0.0													0.0		
Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0) 0	0	0.0	0	0	0	0	0.0	0	[0]
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01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Middle & Other	2021	0 2	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	+											
02 Managers	2021	2	0	0.0	1	0.0	0.0	0.0		0.0	0.0												
03 Professionals	2018	17	7	41.2	4	175.0	0.0		6	116.7	0.0												
Semi-Professionals &	2021 2018	17 13	7 6	41.2	4	150.0	0.2	19607.8 0.0	1	600.0	0.2												
04 Technicians	2021	13	6	46.2			0.2	27637.0			0.2	27637.0											
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
O6 Supervisors: Crafts &	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0													
06 Trades	2021	0	0	0.0			0.0	0.0			0.0												

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
Part 7: Results - Members of Visible Minorities																							
										Archi	tecture	49 Inc.											
										20	018-07-	·17											
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			1	Workf	orce An	alysis								_	Flow	Data A	nalysis						
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(EEOG)		All Employees	Represe	ntation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acı		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/6	#	#
07 Administrative & Senior Clerical	2016 2018	17 12		5.9 16.7	8.6 9.4	:	0	68.4 177.3	6	0	0.0	1	-1	. 0	0	0.0	0	0	6	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016 2018	0	0	0.0			0	0.0	0	0	0.0	0	C) 0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts &	2016	0	4	0.0		<u> </u>	4	0.0															
Trades Workers	2018	0	0	0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	4	0	0.0	15.7 14.1		-1 -1	0.0		0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0
Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0											_				
12 Semi-Skilled Manual	2018	0	0	0.0	0.0	0	0	0.0	U	0	0.0	0	U	0	0	0.0	0	U	0	0	0.0	0	0
Workers	2018	3	0	0.0	27.9	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	100	Part 3: Goals	F ÷ M x 100											
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Employment Equity Occupational Group	Year		Visible M	inorities			Till Goal	•		Visible M							(ommen	ts				
(EEOG)		All Employees	Act	ual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						ommen					
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07 Administrative &	2018	0	0	0.0	0	0.0	0.0	0.0			0.0	0.0											
Senior Clerical	2021	0	0	0.0		0.0	0.2	0.0	11000011000011000011000011000		0.2	0.0											
08 Skilled Sales & Service Personnel	2018	0	0	0.0	ONTORONTORONTORONTOR	0.0	0.0	0.0	UNION TURBON TURBON TURBON TURBON	0.0	0.0												
00 Skilled Crafts &	2018	0	0	0.0		0.0		0.0	335 1336 1336 1336 1336	0.0	0.0												
Trades Workers	2021	0	0	0.0	0.10000.10000.10000.1000		0.0	0.0	care (rease (rease) (rease (rease)		0.0												
10 Clerical Personnel	2018 2021	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0											
11 Intermediate Sales & Service Personnel	2018 2021	0	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0											
12 Semi-Skilled Manual Workers	2018	1	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0											

	Federal Contractors Program Achievement Report																						
									t 7: Resu		_			-									
										Archi	itecture	49 Inc.											
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			1	Workfa	orce An	alysis									Flow	Data A	analysis						
Employment Equity	Year			W	orkforce						Hires				l	Promotic	ons			Ter	minatio	ns	
Occupational Group (EEOG)		All Employees	6		Visible N Avail	linorities	6 1	EE Result	All Employees		Visible	Minorities	T	All Employees		Visibl tual	e Minorities	T	All Employees	Actus		Minorities	1
(ELUG)	#	#	Represe	ntation %	Avan	ability #	Gap #	EE Result	#	Ac #	tuai %	Expected #	Difference #	##	# A.	tuai : %	Expected #	Difference #	##	# Actus	%	Expected #	Difference #
Other Sales & Service	2016	1	0	0.0	29.0	: 1	0	0.0															
Personnel Other Manual	2018 2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0		(0.0	0		0	0	0.0	- 0	0
Workers	2018	0	0	0.0			0	0.0	0	0	0.0	0	0	0	(0.0	0 0	(0	0	0.0	0	0
Total	2016	219	24	11.0	17.9		-15																
	2018	256	35	13.7	18.0	46	-11	76.0	96	18	18.8	17	1	0	(0.0	0	(63	5	7.9	7	-2
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		New	Entrai	its				G	oals														
Employment Equity	Year	FI	ow Data			Short-tei		S		Long-ter													
Occupational Group	i cai	All	Visible M	inorities		Visible V	linorities	T		Visible M	linorities T	I					(Commen	its				
(EEOG)		Employees	Act	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service Personnel	2018 2021	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
Other Manual	2018	0	0	0.0	CHRES SHRES SHRES SHRES	0.0	0.0		0	0.0	0.0	0.0											
Workers	2021	0	0	0.0			0.0				0.0	0.0											
Total	2018 2021	33 33	13 13	39.4 39.4	9	144.4	0.0		9	144.4	0.0	0.0 19697.0											
	2021	33	13	39.4			0.2	1909/.0			0.2	1909/.0											

Efforts

Ple Co

Rea	uired	measi	ures:
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equity.

	check the appropriate boxes next to the efforts that your organization made to implement the Federal ectors Program.
Requi	red measures:
J	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	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.
J	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.
J	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
V	Consulted employee/union representatives on communication and implementation 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.
V	Other (please describe):
	A49 has begun to implement a gender equity program at the leadership level and has begun training for all people leaders during Q3 of 2018.
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).										
J	Other.										
	Our current HRMS is ADP's HRB which is quite old does not track promotions. We are upgrading to a new product in Q4 of 2018 which will enable A49 to track all employee data accruately based on dates.										
Addi	tional Details										
Please	provide any additional information (optional):										

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Architecture 49 Inc.

Primary Location: Winnipeg, Manitoba

Number of Employees: 256

Ontario 95 Manitoba 54 Québec 39 Nova Scotia 40

British Columbia 19

Organization Overview:

NAICS 5413 (Architectural, Engineering, and Related Services)

Architecture 49 is a national leader in the integrated design and delivery of some of Canada's most important buildings and environments. They focus on six key areas of expertise: Healthcare, Hospitality, Science and Technology, Security and Defence, Sports and Entertainment, and Transportation.

Key Dates – First Year Assessment

Initiated: 2016-09-15 Received: 2016-09-01 Closed: 2016-09-02 Workforce 2016-08-22

Analysis:

Key Dates – Subsequent Assessment

Initiated: 2018-07-18 Received: 2018-07-18 Workforce 2018-07-17

Analysis:

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:

 \boxtimes Yes \square No

Comments: None



I have verified that the data provided in the Achievement Report is consistent with that found
in Forms 1 to 6:

 \boxtimes Yes \square No

Comments: None

ASSESSMENT OF REASONABLE PROGRESS

 Previous goals were set in both numbers and percentages therefore progress has been assessed against the percentage goals.

Women

02	Middle & Other Managers	Goal met at 400%
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Assessment/Observations

None

Aboriginal Peoples

07	Administrative & Senior Clerical Personnel	Goal not met – (0% achieved)
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Assessment/Observations

• EEOG 07: There were six new entrants and none were Aboriginal People. However with an LMA rate of only 4.3%, the goal was unattainable.

Persons with Disabilities

01/02	Managers	No goal set
03	Professionals	No goal set
04	Semi-Professionals & Technicians	Goal not met – (50% achieved)

Assessment/Observations

- EEOG 01/02: There were ten new entrants and none were of persons with disabilities. Regardless, with an LMA rate of only 3.8%, any goal of less than 28 people would have been unattainable.
- EEOG 03: There were 33 new entrants and one was a person with disabilities. At LMA rate of 4.6%, at least one person would have been expected.
- EEOG 04: There were 44 new entrants and one was a person with disabilities. At LMA rate of 13.9%, at least six people would have been expected.

Members of Visible Minorities

02	Middle & Other Managers	Goal achieved at 100%
03	Professionals	Goal achieved at 200%
04	Semi-Professionals & Technicians	Goal achieved at 225%
10	Clerical Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set

Assessment/Observations

- EEOG 10: There were two new entrants and none were visible minorities. However with an LMA rate of only 15.7%, the goal was unattainable.
- EEOG 12: There was one new entrant and it was not a visible minority. However with an LMA rate of only 0.0%, the goal was unattainable.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - Out of ten required goals:
 - Four were met at 80% or above;
 - One had a percentage of the goal completed;
 - One had zero percent achieved;
 - Four had no identified goal set.
 - During this reporting period, it should be noted that:
 - During Q3 of 2018, the organization implemented a gender equity program at the leadership level and training is now mandatory for all people leaders.
 - o In addition, during Q4 of 2018, the organization upgraded their HR system which previously did not track promotions. This will enable the employer to track its employee data more accurately, as required for these Programs.

ASSESSMENT OF GOALS

Women

Workforce Analysis Results		Goals				
			Short-	Long-	 Representation	LMA
Emp	Employment Equity Occupational Group (EEOG)		term	term		
(EEO			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-9	0.4	40.0	20.8	38.9

Observations:

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

Aboriginal Peoples

	Workforce Analysis Results		Goals			
			Short-	Long-	Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	term	term	Representation	LIVIA
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
07	Admin. & Senior Clerical Personnel	-1	0.1	10.0	0.0	4.6

Observations:

• Goal has been set appropriately at, or higher, than LMA where there is a gap present.

Persons with Disabilities

Workforce Analysis Results		Goals				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
(EEO	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01/ 02	Managers	-2	0.0	4.0	0.0	4.3
03	Professionals	-1	0.0	4.6	2.5	3.8
04	Semi-Professionals & Technicians	-4	0.1	9.0	0.9	4.6

Observations:

- The three year goal set for EEOG 01/02 falls slightly below the LMA rate. It is always recommended that goals be set at, or higher than LMA rates.
- Goal set for EEOG 03 and EEOG 04 have been set appropriately at, or higher, than LMA.

Members of Visible Minorities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
`	,		years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-5	0.1	12.0	4.2	15.0
03	Professionals	-1	0.2	21.0	21.0	22.8
04	Semi-Professionals & Technicians	-4	0.2	16.7	13.1	16.7

10	Clerical Personnel	-1	0.2	20.0	0.0	14.1
12	Semi-Skilled Manual Workers	-1	0.3	27.9	0.0	27.9

Observations:

- The three year goal set for EEOG 02 and EEOG 03 falls slightly below the LMA rate. It is always recommended that goals be set at, or higher than LMA rates.
- Goals set for EEOG 04, EEOG 10 and EEOG 12 have been set appropriately at, or higher, than LMA.

RECOMMENDATION

I recommend that the employer be found:

☐in non-compliance	

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

- 1. The organization may benefit from conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in each designated group.
 - A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be preventing them from achieving employment equity in the workplace.
- 2. Given that there are a number of gaps in the persons with disabilities and visible minorities groups overall, the organization might consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of these designated groups. This might help them in reducing/eliminating the gaps identified.

Name of Analyst: Céline Brown	
Date: December 12, 2018	

Nyirasafari, Ange AN [NC]

From: Brown, Celine E [NC] on behalf of EE-EME

Sent: December 18, 2018 8:03 AM

To: 'scott.stirton@architecture49.com'

Cc: 'ian.macleod@wspgroup.com'; 'Sebastian, Andrew'

Subject: Government of Canada Agreement Number: 10000451 – Notification of Compliance

with the Federal Contractors Program (Architecture 49 Inc.)

Cette information est également disponible en français sur demande.

Dear Scott Stirton:

I am writing to inform you that the subsequent compliance assessment initiated on July 18, 2018 has been completed. As a result of the assessment, Architecture49 Inc. 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.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Architecture49 Inc.'s employment equity program.

- 1. The organization may benefit from conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in each designated group.
 - A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be preventing them from achieving employment equity in the workplace.
- 2. Given that there are a number of gaps in the persons with disabilities and visible minorities groups overall, the organization might consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of these designated groups. This might help them in reducing/eliminating the gaps identified.

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 July 18, 2021. 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, Architecture49 Inc. 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 underrepresented: and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are

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 Architecture49 Inc. 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



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