

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY Agreement N°: 10000451
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s.24(1)

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization  <b>Architecture49 Inc.</b>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> <b>541310</b>	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) <b>231</b>  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.)  <b>1600 Buffalo Place</b>	City <b>Winnipeg</b>	Province <b>MB</b>	Postal Code <b>R3T 6B8</b>
Telephone Number <b>204.477.1260</b>			

EMPLOYMENT EQUITY CONTACT			
Name (print) <b>Andre Houde</b>	Title <b>National Vice President, Human Resources</b>		
Telephone Number <b>514.343.0773, ext 5801</b>	E-mail Address <b>Andre.Houde@wspgroup.com</b>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
<p><b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p>			
Name (print) <b>Scott Stirton</b>	Title <b>President and CEO</b>		
Telephone Number [REDACTED]	E-mail Address <b>scott.stirton@architecture49.com</b>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) <b>2016-05-12</b>		

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

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

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

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

RETURN INSTRUCTIONS
<p><b>IMPORTANT</b></p> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdcc.gc.ca">ee-eme@hrsdcc.gc.ca</a>.</li> </ul>

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Architecture49 Inc.**

**2018-07-17**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	22

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	17

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			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
<b>Total</b>		<b>219</b>	<b>90</b>	<b>39.2</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		1	0	27.40
		48	10	38.90
		81	36	32.10
		107	41	33.90
		0	0	0.00
		0	0	0.00
		12	10	80.70
		0	0	0.00
		0	0	0.00
		4	4	66.00
		0	0	0.00
		3	3	14.50
		0	0	0.00
		0	0	0.00
<b>Total</b>		<b>256</b>	<b>104</b>	<b>37.2</b>

**\* Source:**

**\* Source:**  
2006 Census of Canada

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Architecture49 Inc.**

**2018-07-17**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	22

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	17

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			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	0	7.50
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	11.80
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>219</b>	<b>1</b>	<b>1.7</b>

\* Source:  
0

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

All Employees		Aboriginal Peoples	
		Representation	Availability*
#	#	%	
1	0	2.9	
48	1	2.2	
81	2	0.7	
107	2	1.4	
0	0	0.0	
0	0	0.0	
12	0	4.6	
0	0	0.0	
0	0	0.0	
4	0	4.0	
0	0	0.0	
3	0	10.0	
0	0	0.0	
0	0	0.0	
<b>256</b>	<b>5</b>	<b>1.6</b>	

\* Source:  
2006 Census of Canada

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Architecture49 Inc.**

**2018-07-17**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	22

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	17

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			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
<b>Total</b>		<b>219</b>	<b>24</b>	<b>17.9</b>

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			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
<b>Total</b>		<b>256</b>	<b>35</b>	<b>18.0</b>

\* Source:  
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\* Source:  
2006 Census of Canada

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Architecture49 Inc.**

**2018-07-17**

**Data from First/Previous Workforce Analysis**

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**Data from First/Previous Workforce Analysis**

YYYY	MM	DD
2016	08	22

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

**Data from Subsequent/Current Workforce Analysis**

YYYY	MM	DD
2018	08	17

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>	<b>Persons with Disabilities</b>	
			<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>#</b>	<b>%</b>
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
<b>Total</b>		<b>219</b>	<b>4</b>	<b>4.3</b>

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>	<b>Persons with Disabilities</b>	
			<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>#</b>	<b>%</b>
		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	0	0.0
		0	0	0.0
		4	0	7.0
		0	0	0.0
		3	0	4.8
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>256</b>	<b>4</b>	<b>4.3</b>

**\* Source:**

**\* Source:**  
2006 Census of Canada



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Architecture49 Inc.**

**2018-07-17**

Start Date of Flow Data		
YYYY	MM	DD
2016	08	22

End Date of Flow Data		
YYYY	MM	DD
2018	08	17

**Data from Form 4 - Employees Hired**

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**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	8	1	2	0
03 Professionals	32	2	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	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	0	0	0	0
<b>Total</b>	<b>88</b>	<b>3</b>	<b>8</b>	<b>1</b>

**Data from Form 5 - Employees Promoted**

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**Table 6: Aboriginal Peoples**

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

**Data from Form 6 - Employees Terminated**

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**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	7	0	1	0
03 Professionals	16	0	0	0
04 Semi-Professionals & Technicians	29	0	2	1
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	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>60</b>	<b>0</b>	<b>3</b>	<b>1</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Architecture49 Inc.**

**2018-07-17**

Start Date of Flow Data		
YYYY	MM	DD
2016	08	22

End Date of Flow Data		
YYYY	MM	DD
2018	08	17

**Data from Form 4 - Employees Hired**

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**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

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	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>88</b>	<b>2</b>	<b>8</b>	<b>1</b>

**Data from Form 5 - Employees Promoted**

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**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**

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**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	7	0	1	0
03 Professionals	16	0	0	0
04 Semi-Professionals & Technicians	29	1	2	1
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	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>60</b>	<b>1</b>	<b>3</b>	<b>1</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Architecture49 Inc.**

**2018-07-17**

Start Date of Flow Data		
YYYY	MM	DD
2016	08	22

End Date of Flow Data		
YYYY	MM	DD
2018	08	17

**Data from Form 4 - Employees Hired**



**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	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	0	0	0	0
<b>Total</b>	<b>88</b>	<b>16</b>	<b>8</b>	<b>2</b>

**Data from Form 5 - Employees Promoted**



**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**



**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	7	1	1	0
03 Professionals	16	1	0	0
04 Semi-Professionals & Technicians	29	2	2	1
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	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>60</b>	<b>4</b>	<b>3</b>	<b>1</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		All Employees										Women										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	From - To	From - To						
		2016-08-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-08-22	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019	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%	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	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	17	-11.0%	4.0%	2	41.4%	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	0.0%	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	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	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>219</b>	<b>5.3%</b>	<b>4.0%</b>	<b>26</b>	<b>26.5%</b>	<b>12.0%</b>	<b>79</b>	<b>105</b>	<b>90</b>	<b>12.0%</b>	<b>32</b>	<b>38</b>	<b>47</b>	<b>45.0%</b>	<b>39.2%</b>	<b>4</b>	<b>9</b>	<b>41.1%</b>	<b>42.9%</b>		

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	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	0.0	Exceeding benchmark
04	Semi-Professionals & Tech	0	0.0	0	0.0	Exceeding benchmark
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	3	0.0	0	0.0	Exceeding benchmark
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	Exceeding benchmark
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	Exceeding benchmark
13	Other Sales & Service	1	0.0	0	0.0	

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Architecture49 Inc.

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14	Other Manual Workers	0	0.0	0	0.0
Total		5	0.0	2	0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>							<b>Aboriginal Peoples</b>												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	Annually		Over 3 Years	From - To					
		2016-08-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-08-22	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019						
		#	%	%	#	%	%	#	#	%	#	%	%	%	%						
01	Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	12.0%	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%		
02	Middle & Other Managers	19	36.2%	4.0%	2	23.9%	12.0%	7	9	12.0%	0	0	0	2.2%	2.2%	0	0	0.0%	0.0%		
03	Professionals	89	-3.1%	4.0%	11	18.8%	12.0%	32	43	12.0%	0	1	1	2.5%	0.7%	-1	0	0.0%	1.0%		
04	Semi-Professionals & Tech	83	8.8%	4.0%	10	32.6%	12.0%	30	40	12.0%	1	0	0	2.0%	1.4%	0	1	1.2%	2.2%		
05	Supervisors	2	-100.0%	4.0%	0	0.0%	12.0%	1	1	12.0%	0	0	0	2.0%	7.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	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	41.4%	12.0%	6	8	12.0%	0	1	0	4.3%	4.3%	-1	-1	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	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	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	12.0%	0	1	0	7.5%	7.5%	-1	-1	0.0%	0.0%		
11	Intermediate Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	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	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	12.0%	0	0	0	11.8%	11.8%	0	0	0.0%	0.0%		
14	Other Manual Workers	0	0.0%	4.0%	0	0.0%	12.0%	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	12.0%	1	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)<sup>1/3</sup> - 1) x 100.

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

**Table 4: Aboriginal Peoples**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Aboriginal Peoples</b>				<b>Comments</b>
		<b>Short-term Goals</b>		<b>Long-term Goals</b>		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	1	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	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	1	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	

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**Architecture49 Inc.**

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14	Other Manual Workers	0	0.0	0	0.0
Total		2	0.0	1	0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	All Employees										Persons with Disabilities											
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	From - To		From - To						
	2016-08-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-08-22	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%				
01/02 Managers	20	18.1%	4.0%	2	11.9%	12.0%	7	9	0	12.0%	0	0	1	0	2.0%	3.8%	-1	-1	0.0%	0.0%		
03 Professionals	89	-3.1%	4.0%	11	18.8%	12.0%	32	43	1	12.0%	0	0	4	2	4.6%	4.6%	-3	-2	1.1%	3.0%		
04 Semi-Professionals & Tech	83	8.8%	4.0%	10	32.6%	12.0%	30	40	2	12.0%	1	12	3	3	7.0%	13.9%	-10	-9	2.4%	4.3%		
05 Supervisors	2	-100.0%	4.0%	0	0.0%	12.0%	1	1	0	12.0%	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0	3.4%	3.4%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	17	-11.0%	4.0%	2	41.4%	12.0%	6	8	1	12.0%	0	-1	0	0	0.0%	0.0%	1	1	5.9%	5.3%		
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	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	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%	0.0%		
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	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	6.3%	6.3%	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	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
14 Other Manual Workers	0	0.0%	4.0%	0	0.0%	12.0%	0	0	0	12.0%	0	0	0	0	4.3%	4.3%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>219</b>	<b>5.3%</b>	<b>4.0%</b>	<b>26</b>	<b>26.5%</b>	<b>12.0%</b>	<b>79</b>	<b>105</b>	<b>4</b>	<b>12.0%</b>	<b>1</b>	<b>14</b>	<b>3</b>	<b>2.5%</b>	<b>4.3%</b>	<b>-12</b>	<b>-5</b>	<b>1.8%</b>	<b>2.4%</b>			

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
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	
<b>Total</b>	<b>2</b>	<b>0.0</b>	<b>3</b>	<b>0.0</b>	

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**Part 3: Goals**

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**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY					
		2016-08-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-08-22	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
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	19	36.2%	4.0%	2	23.9%	12.0%	7	9	0	12.0%	0	3	1	7.0%	15.0%	-3	-2	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%	-10	-9	12.4%	14.0%
04	Semi-Professionals & Tech	83	8.8%	4.0%	10	32.6%	12.0%	30	40	8	12.0%	3	9	6	14.0%	15.2%	-5	-3	9.6%	11.8%
05	Supervisors	2	-100.0%	4.0%	0	0.0%	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	0.0%	12.0%	0	0	0	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	17	-11.0%	4.0%	2	41.4%	12.0%	6	8	1	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	0.0%	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	4	12.0%	1	-3	0	0.0%	0.0%	4	3	#DIV/0!	#DIV/0!
10	Clerical Personnel	7	-17.0%	4.0%	1	36.4%	12.0%	3	4	0	12.0%	0	1	1	20.0%	15.7%	-1	0	0.0%	12.5%
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	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	0	0	0.0%	29.0%	0	0	0.0%	0.0%
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		219	5.3%	4.0%	26	26.5%	12.0%	79	105	24	12.0%	9	29	19	18.0%	17.9%	-15	-10	11.0%	13.9%

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	National Hires
02	Middle & Other Managers	1	0.0	2	0.0	National Hires and Promotions of Professional and Technicians
03	Professionals	4	0.0	6	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	0.0	
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	



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

**Subsequent/Current Short-term Goals**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>							<b>Women</b>												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	Annually	Over 3 Years	From - To						
		2018-08-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-17	Annually	Over 3 Years	Annually	Over 3 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%	27.4%	0	0	0.0%	0.0%	
02	Middle & Other Managers	48	36.2%	4.0%	6	23.9%	12.0%	17	23	10	12.0%	4	15	9	40.0%	38.9%	-9	-6	20.8%	27.8%	
03	Professionals	81	-3.1%	4.0%	10	18.8%	12.0%	29	39	36	12.0%	13	6	18	45.0%	32.1%	10	12	44.4%	45.1%	
04	Semi-Professionals & Tech	107	8.8%	4.0%	13	32.6%	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	0.0%	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	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	0.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	4	-17.0%	4.0%	0	36.4%	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	0.0%	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	3	12.0%	1	-2	0	0.0%	14.5%	3	2	100.0%	66.7%	
13	Other Sales & Service	0	-100.0%	4.0%	0	0.0%	12.0%	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%	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)<sup>1/3</sup> - 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**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Women</b>		<b>Comments</b>
		<b>Short-term Goals</b>	<b>Long-term Goals</b>	
		<b>%</b>	<b>%</b>	
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%	
14	Other Manual Workers	0.0	0.0%	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

Total		0.5	45.0%
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**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>							<b>Aboriginal Peoples</b>													
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	Annually		Over 3 Years	From - To YYYY - YYYY						
		2018-08-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-17	Annually	Over 3 Years	Annually		Over 3 Years	2018						2021
		#	%	%	#	%	%	#	#	%	#	%	%	%	%	#	#	%	%			
01	Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	0	0	12.0%	0	0	0	0	0.0%	2.9%	0	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	18.8%	12.0%	29	39	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	32.6%	12.0%	39	52	12.0%	2	1	1	2.0%	1.4%	1	0	1.9%	1.7%			
05	Supervisors	0	-100.0%	4.0%	0	0.0%	12.0%	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	0.0%	12.0%	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	12.0%	0	1	1	10.0%	4.6%	-1	0	0.0%	7.7%			
08	Skilled Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	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	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	4	-17.0%	4.0%	0	36.4%	12.0%	1	1	12.0%	0	0	0	7.5%	4.0%	0	0	0.0%	0.0%			
11	Intermediate Sales & Service	0	0.0%	4.0%	0	0.0%	12.0%	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	12.0%	0	0	0	0.0%	10.0%	0	0	0.0%	0.0%			
13	Other Sales & Service	0	-100.0%	4.0%	0	0.0%	12.0%	0	0	12.0%	0	0	0	11.8%	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	0	0.0%	4.0%	0	0.0%	12.0%	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	12.0%	2	2	2	2.0%	1.6%	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)<sup>1/3</sup> - 1) x 100.

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

**Table 12: Aboriginal Peoples**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Aboriginal Peoples</b>				<b>Comments</b>
		<b>Short-term Goals</b>		<b>Long-term Goals</b>		
			%		%	
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%	
14	Other Manual Workers		0.0		0.0%	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

Total		0.0	2.0%
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**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY					
	2018-08-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-17	Annually	Over 3 Years	2018	2021	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%	
01/02 Managers	49	18.1%	4.0%	6	11.9%	12.0%	18	24	0	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	32.6%	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	36.4%	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	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	4.3%	0.0%	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>256</b>	<b>5.3%</b>	<b>4.0%</b>	<b>31</b>	<b>26.5%</b>	<b>12.0%</b>	<b>92</b>	<b>123</b>	<b>4</b>	<b>12.0%</b>	<b>1</b>	<b>9</b>	<b>6</b>	<b>5.0%</b>	<b>4.3%</b>	<b>-7</b>	<b>-3</b>	<b>1.6%</b>	<b>3.1%</b>

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	0.0	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	4.3%	
<b>Total</b>	<b>0.1</b>	<b>5.0%</b>	

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**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Architecture49 Inc.**

**2018-07-17**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)		All Employees							Members of Visible Minorities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	From - To								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2018	2021							
		2018-08-17	%	%	#	%	%	#	2018-08-17	%	#	%	%	%	%	#	#	%	%	
01	Senior Managers	1	0.0%	4.0%	0	0.0%	12.0%	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	18.8%	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	32.6%	12.0%	39	52	12.0%	14	11	9	16.7%	16.7%	-4	-2	13.1%	15.0%	
05	Supervisors	0	-100.0%	4.0%	0	0.0%	12.0%	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	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	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	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	12.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	4	-17.0%	4.0%	0	36.4%	12.0%	1	1	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	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	1	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	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	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	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)<sup>1/3</sup> - 1) x 100.

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01	Senior Managers		0.0	0.0%	
02	Middle & Other Managers		0.1	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%	
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%
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**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	#	%	#	#	#				
01 Senior Managers	2016	1	0	0.0	27.4	0	0	0.0																	
	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	0.0	0	0
02 Middle & Other Managers	2016	19	4	21.1	38.9	7	-3	54.1																	
	2018	48	10	20.8	38.9	19	-9	53.6	10	4	40.0	4	0	0	0	0	0.0	0	0	0	8	5	62.5	2	3
03 Professionals	2016	89	34	38.2	31.9	28	6	119.8																	
	2018	81	36	44.4	32.1	26	10	138.5	33	9	27.3	11	-2	0	0	0	0.0	0	0	0	16	2	12.5	6	-4
04 Semi-Professionals & Technicians	2016	83	33	39.8	35.6	30	3	111.7																	
	2018	107	41	38.3	33.9	36	5	113.0	44	14	31.8	15	-1	0	0	0	0.0	0	0	0	31	9	29.0	12	-3
05 Supervisors	2016	2	2	100.0	55.1	1	1	181.5																	
	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	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
02 Middle & Other Managers	2018	2	-1	-50.0	1	-100.0	0.0	0.0	2	-50.0	0.0	0.0		
	2021	2	-1	-50.0			0.4	-12500.0			0.4	-12500.0		
03 Professionals	2018	17	7	41.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	17	7	41.2			0.5	9150.3			0.5	9150.3		
04 Semi-Professionals & Technicians	2018	13	5	38.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	13	5	38.5			0.4	9615.4			0.4	9615.4		
05 Supervisors	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			0.0	0.0		
06 Supervisors: Crafts & Trades	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			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#			
07 Administrative & Senior Clerical	2016	17	11	64.7	81.4	14	-3	79.5																
	2018	12	10	83.3	80.7	10	0	103.3	6	4	66.7	5	-1	0	0	0.0	0	0	0	6	5	83.3	4	1
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
10 Clerical Personnel	2016	7	6	85.7	67.1	5	1	127.7																
	2018	4	4	100.0	66.0	3	1	151.5	2	2	100.0	1	1	0	0	0.0	0	0	0	2	2	100.0	2	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	3	3	100.0	14.5	0	3	689.7	1	1	100.0	0	1	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	0	-1	0.0	3	-33.3	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	-1	0.0	0.9	0.0	0.0	0.9	0.0	0.0	0.9	0.0		
08 Skilled Sales & Service Personnel	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	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	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	0.0	0.0	0	0.0	0.0	0.0		
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0.8	0.0	0.8	0.0	0	0.0	0.8	0.0		
11 Intermediate Sales & Service Personnel	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	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2018	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	1	100.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	1	0	0.0	54.1	1	-1	0.0																
	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	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
Total	2016	219	90	41.1	39.2	86	4	104.8																
	2018	256	104	40.6	37.2	95	9	109.2	96	34	35.4	36	-2	0	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.7	0.0			0.7	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	
	2021	0	0	0.0			0.0	0.0			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		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	1	0	0.0	2.9	0	0	0.0																
	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	0.0	0	0
02 Middle & Other Managers	2016	19	0	0.0	2.2	0	0	0.0																
	2018	48	1	2.1	2.2	1	0	94.7	10	1	10.0	0	1	0	0	0.0	0	0	0	8	0	0.0	0	0
03 Professionals	2016	89	0	0.0	0.7	1	-1	0.0																
	2018	81	2	2.5	0.7	1	1	352.7	33	2	6.1	0	2	0	0	0.0	0	0	16	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	83	1	1.2	1.4	1	0	86.1																
	2018	107	2	1.9	1.4	1	1	133.5	44	1	2.3	1	0	0	0	0.0	0	0	31	1	3.2	0	1	
05 Supervisors	2016	2	0	0.0	7.0	0	0	0.0																
	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	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	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	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
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			0.0	0.0		
02 Middle & Other Managers	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	1	50.0			0.0	#####			0.0	227272.7		
03 Professionals	2018	17	2	11.8	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2021	17	2	11.8			0.0	47058.8			0.0	47058.8		
04 Semi-Professionals & Technicians	2018	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	13	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	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			0.0	0.0		
06 Supervisors: Crafts & Trades	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			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires			Promotions			Terminations								
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	17	0	0.0	4.3	1	-1	0.0																	
	2018	12	0	0.0	4.6	1	-1	0.0	6	0	0.0	0	0	0	0	0	0.0	0	0	0	6	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0	0
10 Clerical Personnel	2016	7	0	0.0	7.5	1	-1	0.0																	
	2018	4	0	0.0	4.0	0	0	0.0	2	0	0.0	0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	3	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	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.1	0.0			0.1	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	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			0.0	0.0		
10 Clerical Personnel	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.1	0.0			0.1	0.0		
11 Intermediate Sales & Service Personnel	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			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	0.0		
	2021	1	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	1	0	0.0	11.8	0	0	0.0																
	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	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
Total	2016	219	1	0.5	1.7	4	-3	26.9																
	2018	256	5	2.0	1.6	4	1	122.1	96	4	4.2	2	2	0	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 + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.1	0.0			0.1	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	
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	33	3	9.1	2	150.0	0.0	0.0	0.0	1	300.0	0.0	0.0	
	2021	33	3	9.1			0.0	45454.5			0.0	45454.5		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
01 & 02 Managers	2016	20	0	0.0	3.8	1	-1	0.0																	
	2018	49	0	0.0	4.3	2	-2	0.0	10	0	0.0	0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0
03 Professionals	2016	89	1	1.1	4.6	4	-3	24.4																	
	2018	81	2	2.5	3.8	3	-1	65.0	33	1	3.0	3.8	1	0	0	0	0.0	0	0	0	16	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	83	2	2.4	13.9	12	-10	17.3																	
	2018	107	1	0.9	4.6	5	-4	20.3	44	1	2.3	2	-1	0	0	0	0.0	0	0	0	31	2	6.5	1	1
05 Supervisors	2016	2	0	0.0	0.0	0	0	0.0																	
	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	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	3.4	0	0	0.0																	
	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	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	2	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	2	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	2018	17	1	5.9	0	0.0	0.0	0.0	2	50.0	0.0	0.0		
	2021	17	1	5.9			0.0	12787.7			0.0	12787.7		
04 Semi-Professionals & Technicians	2018	13	-1	-7.7	2	-50.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	13	-1	-7.7			0.1	-8547.0			0.1	-8547.0		
05 Supervisors	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			0.0	0.0		
06 Supervisors: Crafts & Trades	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			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	17	1	5.9	0.0	0	1	0.0																
	2018	12	1	8.3	3.4	0	1	245.1	6	1	16.7	0	1	0	0	0.0	0	0	0	6	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	7.0	0	0	0.0																
	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	0
10 Clerical Personnel	2016	7	0	0.0	0.0	0	0	0.0																
	2018	4	0	0.0	7.0	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	6.3	0	0	0.0																
	2018	3	0	0.0	4.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	0	1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	1	0.0			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	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				0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.1	0.0				0.1	0.0	
10 Clerical Personnel	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				0.0	0.0	
11 Intermediate Sales & Service Personnel	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				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	0.0		
	2021	1	0	0.0			0.1	0.0				0.1	0.0	



**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	1	0	0.0	0.0	0	0	0.0																
	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	0
14 Other Manual Workers	2016	0	0	0.0	4.3	0	0	0.0																
	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	0
Total	2016	219	4	1.8	#REF!	#REF!	#REF!	0.0																
	2018	256	4	1.6	4.3	11	-7	36.3	96	3	3.1	4	-1	0	0	0.0	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	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			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		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	33	1	3.0	2	50.0	0.0	0.0	3	33.3	0.0	0.0		
	2021	33	1	3.0			0.1	6060.6			0.1	6060.6		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	1	0	0.0	10.1	0	0	0.0																
	2018	1	0	0.0	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
02 Middle & Other Managers	2016	19	0	0.0	15.0	3	-3	0.0																
	2018	48	2	4.2	15.0	7	-5	27.8	10	1	10.0	2	-1	0	0	0.0	0	0	0	8	1	12.5	0	1
03 Professionals	2016	89	11	12.4	23.1	21	-10	53.5																
	2018	81	17	21.0	22.8	18	-1	92.1	33	8	24.2	8	0	0	0	0.0	0	0	0	16	1	6.3	2	-1
04 Semi-Professionals & Technicians	2016	83	8	9.6	15.2	13	-5	63.4																
	2018	107	14	13.1	16.7	18	-4	78.3	44	9	20.5	7	2	0	0	0.0	0	0	0	31	3	9.7	3	0
05 Supervisors	2016	2	0	0.0	10.2	0	0	0.0																
	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	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	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	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
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			0.0	0.0		
02 Middle & Other Managers	2018	2	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2021	2	0	0.0			0.1	0.0			0.1	0.0		
03 Professionals	2018	17	7	41.2	4	175.0	0.0	0.0	6	116.7	0.0	0.0		
	2021	17	7	41.2			0.2	19607.8			0.2	19607.8		
04 Semi-Professionals & Technicians	2018	13	6	46.2	4	150.0	0.0	0.0	1	600.0	0.0	0.0		
	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	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	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			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	17	1	5.9	8.6	1	0	68.4																
	2018	12	2	16.7	9.4	1	1	177.3	6	0	0.0	1	-1	0	0	0.0	0	0	0	6	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
09 Skilled Crafts & Trades Workers	2016	0	4	0.0	0.0	0	4	0.0																
	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	0
10 Clerical Personnel	2016	7	0	0.0	15.7	1	-1	0.0																
	2018	4	0	0.0	14.1	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.2	0.0			0.2	0.0		
08 Skilled Sales & Service Personnel	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			0.0	0.0		
09 Skilled Crafts & Trades Workers	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			0.0	0.0		
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.2	0.0			0.2	0.0		
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.2	0.0			0.2	0.0		
12 Semi-Skilled Manual Workers	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0			0.3	0.0			0.3	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Architecture49 Inc.**

**2018-07-17**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	1	0	0.0	29.0	0	0	0.0																
	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	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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	0
Total	2016	219	24	11.0	17.9	39	-15	61.2																
	2018	256	35	13.7	18.0	46	-11	76.0	96	18	18.8	17	1	0	0	0.0	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	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			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		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	33	13	39.4	9	144.4	0.0	0.0	9	144.4	0.0	0.0		
	2021	33	13	39.4			0.2	19697.0			0.2	19697.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Architecture49 Inc.</b>
<b>2018-07-17</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

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.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted]

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

[Redacted]

- 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 accurately based on dates.

**Additional Details**

Please provide any additional information (optional):

[Redacted]

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name: Architecture49 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*)

Architecture49 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:

Yes  No

Comments: None



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

Yes  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.
    - 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ 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 compliance    in non-compliance

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

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]

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**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 (Architecture49 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

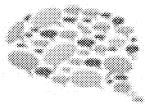
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

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](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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