

s.19(1)

s.24(1)

Employment and  
Social Development CanadaEmploi et  
Développement social CanadaLabour Program  
Federal Contractors Program

OFFICIAL USE ONLY

Agreement N°:

## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Deloitte LLP	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Deloitte	Procurement Business Number ██████████ PG0001
Organization's North American Industry Classification System (NAICS) Code N° 541212	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 8300 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm</a>

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 30 Wellington Street P.O. Box 400 Stn Commerce Court	City Toronto	Province ON	Postal Code M5L 1B1
	Telephone Number 416-601-6150	Fax Number 416-601-5901	

EMPLOYMENT EQUITY CONTACT	
Name (print) Beverly Simonsen	Title Associate Partner, Talent
Telephone Number 416-874-3796	E-mail Address bsimonsen@deloitte.ca

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more 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> <p>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> <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	
<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.	
Name (print) Jason Winkler	Title Managing Partner, Talent
Telephone Number 604-601-3468	E-mail Address jwinkler@deloitte.ca
Signature ████████████████████	Date 03/04/2014

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca</li> </ul>



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

***Federal Contractors Program***

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

I, the undersigned, on behalf of (legal name of organization) **Deloitte** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) V060476, agree to the following statements:

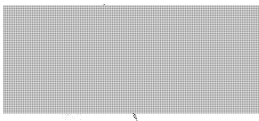
1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) Feb 15, 2019 for the following reason(s):  
  
(Please describe) Personnel change
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: Norma Kraay Position Title: Chief Talent Officer

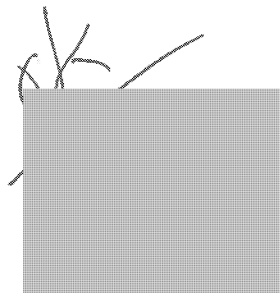
Email address: nkraay@deloitte.ca

Telephone number: 416-601-4678

Business address: 8 Adelaide Street West, Toronto, ON, M5H 0A9

Signature: 

Date: February 15, 2019



**From:** Arnaoudova, Olga O [NC] **On Behalf Of** EE-EME  
**Sent:** March 20, 2019 3:29 PM  
**To:** Bhalla, Ruchika (CA - Toronto) (rubhalla@deloitte.ca) <rubhalla@deloitte.ca>  
**Cc:** Lo, Johnson (CA - Toronto) (johnslo@deloitte.ca) <johnslo@deloitte.ca>  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information (V060476)

Good afternoon,

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

As requested, we hereby grant you an extension until **April 15, 2019**. Please submit all the documentation required for the compliance assessment by that date.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-rhdcc.gc.ca).

Regards,

**Équipe de l'équité en emploi / Workplace Equity Team**

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-rhdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-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!



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

Reporting Period 2016-04-12 to 2018-09-28

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)



	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	6105	95	254	6454	Calgary	857	11	16	884
Québec	2239	82	87	2408	Edmonton	185	2	2	189
Nova Scotia	146	1	8	155	Halifax	146	1	8	155
New Brunswick	94	0	3	97	Montréal	1546	23	56	1625
Manitoba	166	9	10	185	Regina	48	2	2	52
British Columbia	776	20	11	807	Toronto	5048	53	174	5275
Saskatchewan	121	4	4	129	Vancouver	674	18	11	703
Alberta	1042	13	18	1073	Winnipeg	166	9	10	185
Newfoundland and Labrador	63	1	6	70	St. John's	63	1	6	70
Total Employees in Canada				11378	Moncton	17	0	0	17
					Saint John	60	0	2	62
					Saguenay	57	6	0	63
					Québec	120	1	4	125
					Sherbrooke	59	3	6	68
					Trois-Rivières	59	2	1	62
					Ottawa - Gatineau	437	17	12	466
					Hamilton	104	9	0	113



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

Reporting Period 2016-04-12 to 2018-09-28

Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
St. Catharines - Niagara	28	0	2	30
Kitchener - Cambridge - Waterloo	154	5	28	187
London	54	1	1	56
Windsor	33	2	1	36
Saskatoon	58	0	2	60
Victoria	62	0	0	62
B.C. less CMAs	40	2	0	42
N.B. less CMA	17	0	1	18
Ont. less CMAs	268	9	36	313
Que. less CMAs	377	46	20	443
Sask. less CMA	15	2	0	17
<b>Total Employees in Canada</b>				<b>11378</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-04-12 to 2018-09-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	803	616	187	1		1	3	3		85	64	21
	<b>Total</b>	803	616	187	1		1	3	3		85	64	21
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2939	1661	1278	18	7	11	14	6	8	738	422	316
	<b>Total</b>	2939	1661	1278	18	7	11	14	6	8	738	422	316
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5609	2955	2654	21	9	12	34	17	17	1631	839	792
	<b>Total</b>	5609	2955	2654	21	9	12	34	17	17	1631	839	792
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	219	133	86							93	57	36
	<b>Total</b>	219	133	86							93	57	36



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-04-12 to 2018-09-28

002588

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	84	13	71							9		9
	<b>Total</b>	84	13	71							9		9
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	507	119	388	1		1	10	1	9	132	36	96
	<b>Total</b>	507	119	388	1		1	10	1	9	132	36	96
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	591	55	536	2		2	6	2	4	115	18	97
	<b>Total</b>	591	55	536	2		2	6	2	4	115	18	97
<b>Total Number of Employees</b>		<b>10752</b>	<b>5552</b>	<b>5200</b>	<b>43</b>	<b>16</b>	<b>27</b>	<b>67</b>	<b>29</b>	<b>38</b>	<b>2803</b>	<b>1436</b>	<b>1367</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-04-12 to 2018-09-28

002590

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	5	5							1		1
	<b>Total</b>	10	5	5							1		1
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	95	10	85							14		14
	<b>Total</b>	95	10	85							14		14
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	83	15	68	1		1				7	4	3
	<b>Total</b>	83	15	68	1		1				7	4	3
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2								1	1	
	<b>Total</b>	2	2								1	1	





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-04-12 to 2018-09-28

002591

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5		5							1		1
	<b>Total</b>		5		5						1		1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	2	3							2	1	1
	<b>Total</b>		5	2	3						2	1	1
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	25		25				1		1			
	<b>Total</b>		25		25				1		1		
<b>Total Number of Employees</b>		<b>225</b>	<b>34</b>	<b>191</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>1</b>	<b>26</b>	<b>6</b>	<b>20</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / National

Reporting Period 2016-04-12 to 2018-09-28

002592

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	40	20	20				1		1	2		2
	<b>Total</b>	40	20	20				1		1	2		2
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	229	112	117	1	1					29	20	9
	<b>Total</b>	229	112	117	1	1					29	20	9
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3										
	<b>Total</b>	3	3										
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2								1	1	
	<b>Total</b>	2	2								1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / National

Reporting Period 2016-04-12 to 2018-09-28

002593

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	76	23	53				1		1	13	6	7
	<b>Total</b>	76	23	53				1		1	13	6	7
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	51	19	32							10	4	6
	<b>Total</b>	51	19	32							10	4	6
<b>Total Number of Employees</b>		<b>401</b>	<b>179</b>	<b>222</b>	<b>1</b>	<b>1</b>		<b>2</b>		<b>2</b>	<b>55</b>	<b>31</b>	<b>24</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-04-12 to 2018-09-28

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>10752</b>	<b>5552</b>	<b>5200</b>	<b>43</b>	<b>16</b>	<b>27</b>	<b>67</b>	<b>29</b>	<b>38</b>	<b>2803</b>	<b>1436</b>	<b>1367</b>
<b>Total Number of Employees</b>	<b>10752</b>	<b>5552</b>	<b>5200</b>	<b>43</b>	<b>16</b>	<b>27</b>	<b>67</b>	<b>29</b>	<b>38</b>	<b>2803</b>	<b>1436</b>	<b>1367</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-04-12 to 2018-09-28

002595

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	<b>225</b>	<b>34</b>	<b>191</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>1</b>	<b>26</b>	<b>6</b>	<b>20</b>
<b>Total Number of Employees</b>	<b>225</b>	<b>34</b>	<b>191</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>1</b>	<b>26</b>	<b>6</b>	<b>20</b>



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

**Temporary / National**

**Reporting Period 2016-04-12 to 2018-09-28**

002596

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	<b>401</b>	<b>179</b>	<b>222</b>	<b>1</b>	<b>1</b>		<b>2</b>		<b>2</b>	<b>55</b>	<b>31</b>	<b>24</b>
<b>Total Number of Employees</b>	<b>401</b>	<b>179</b>	<b>222</b>	<b>1</b>	<b>1</b>		<b>2</b>		<b>2</b>	<b>55</b>	<b>31</b>	<b>24</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-04-12 to 2018-09-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	96	67	29							19	14	5
Middle and Other Managers	1009	616	393	5	5		6	1	5	258	145	113
Professionals	3735	2066	1669	12	6	6	26	14	12	1034	530	504
Semi-Professionals and Technicians	18	15	3							6	5	1
Supervisors	8	1	7									
Administrative and Senior Clerical Personnel	446	110	336	1		1	9	1	8	115	34	81
Clerical Personnel	80	14	66							17	5	12
<b>Total Number of Employees Hired</b>	<b>5392</b>	<b>2889</b>	<b>2503</b>	<b>18</b>	<b>11</b>	<b>7</b>	<b>41</b>	<b>16</b>	<b>25</b>	<b>1449</b>	<b>733</b>	<b>716</b>



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Part-Time / National**

**Reporting Period 2016-04-12 to 2018-09-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	2	1	1									
<b>Middle and Other Managers</b>	8	2	6									
<b>Professionals</b>	25	10	15	1		1				2	2	
<b>Administrative and Senior Clerical Personnel</b>	4	2	2							2	1	1
<b>Clerical Personnel</b>	1		1									
<b>Total Number of Employees Hired</b>	<b>40</b>	<b>15</b>	<b>25</b>	<b>1</b>		<b>1</b>				<b>4</b>	<b>3</b>	<b>1</b>





**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Temporary / National**  
**Reporting Period 2016-04-12 to 2018-09-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	37	18	19				1		1	3	1	2
<b>Professionals</b>	223	113	110	1	1					30	21	9
<b>Semi-Professionals and Technicians</b>	2	2										
<b>Supervisors</b>	2	2								1	1	
<b>Administrative and Senior Clerical Personnel</b>	78	23	55				1		1	13	6	7
<b>Clerical Personnel</b>	49	20	29							10	5	5
<b>Total Number of Employees Hired</b>	391	178	213	1	1		2		2	57	34	23



**Deloitte LLP (certificate # V060476)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-04-12 to 2018-09-28**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	53	32	21							8	7	1
<b>Middle and Other Managers</b>	937	555	382	9	3	6	7	5	2	246	160	86
<b>Professionals</b>	3293	1747	1546	20	9	11	17	8	9	995	523	472
<b>Semi-Professionals and Technicians</b>	225	132	93							100	62	38
<b>Supervisors</b>	18	5	13							4		4
<b>Administrative and Senior Clerical Personnel</b>	30	5	25							10	2	8
<b>Clerical Personnel</b>	68	7	61	1		1				17	3	14
<b>Total Number of Employees Promoted</b>	4624	2483	2141	30	12	18	24	13	11	1380	757	623
<b>Total Number of Promotions</b>	5696	2981	2715	35	14	21	27	13	14	1673	887	786



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Part-Time / National

Reporting Period 2016-04-12 to 2018-09-28

102601

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	16	1	15							3		3
<b>Professionals</b>	32	7	25							1	1	
<b>Semi-Professionals and Technicians</b>	1	1								1	1	
<b>Supervisors</b>	1		1							1		1
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Clerical Personnel</b>	2		2									
<b>Total Number of Employees Promoted</b>	53	9	44							6	2	4
<b>Total Number of Promotions</b>	61	11	50							7	3	4



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Temporary / National**  
**Reporting Period 2016-04-12 to 2018-09-28**

002602

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	1	1										
<b>Total Number of Employees Promoted</b>	1	1										
<b>Total Number of Promotions</b>	1	1										



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / National**

**Reporting Period 2016-04-12 to 2018-09-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	198	146	52				2	2		14	10	4
<b>Middle and Other Managers</b>	957	570	387	7	4	3	7	5	2	235	137	98
<b>Professionals</b>	1700	928	772	12	6	6	10	6	4	624	350	274
<b>Semi-Professionals and Technicians</b>	117	74	43	1	1					46	30	16
<b>Supervisors</b>	32	6	26							5	1	4
<b>Administrative and Senior Clerical Personnel</b>	28	5	23				1	1		5	2	3
<b>Clerical Personnel</b>	210	12	198	1		1	3		3	36	2	34
<b>Total Number of Employees Terminated</b>	<b>3242</b>	<b>1741</b>	<b>1501</b>	<b>21</b>	<b>11</b>	<b>10</b>	<b>23</b>	<b>14</b>	<b>9</b>	<b>965</b>	<b>532</b>	<b>433</b>



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Part-Time / National**

**Reporting Period 2016-04-12 to 2018-09-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	9	4	5							1		1
<b>Middle and Other Managers</b>	43	12	31							4	1	3
<b>Professionals</b>	45	7	38	1		1				2		2
<b>Semi-Professionals and Technicians</b>	1		1									
<b>Supervisors</b>	2		2									
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Clerical Personnel</b>	13	3	10							4	1	3
<b>Total Number of Employees Terminated</b>	<b>114</b>	<b>26</b>	<b>88</b>	<b>1</b>		<b>1</b>				<b>11</b>	<b>2</b>	<b>9</b>



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Temporary / National**  
**Reporting Period 2016-04-12 to 2018-09-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	3	2	1							1	1	
<b>Professionals</b>	7	5	2							2	2	
<b>Administrative and Senior Clerical Personnel</b>	2		2									
<b>Clerical Personnel</b>	2	1	1							1	1	
<b>Total Number of Employees Terminated</b>	<b>14</b>	<b>8</b>	<b>6</b>							<b>4</b>	<b>4</b>	



Workplace Equity Information Management System - Deloitte LLP

Workforce Analysis - Detailed Report

Date: 2018-09-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	813	192	23.6 %	27.6 %	224	-32	National
<b>02 : Middle and Other Managers</b>	National	3074	1383	45.0 %	39.4 %	1211	172	National
<b>03 : Professionals</b>		5921	2839	47.9 %	50.1 %	2966	-127	
1111 : Financial auditors and accountants	National	2868	1489	51.9 %	56.0 %	1606	-117	National
1112 : Financial and investment analysts	National	69	44	63.8 %	44.9 %	31	13	National
1114 : Other financial officers	National	1	0	0.0 %	45.6 %	0	0	National
1121 : Human resources professionals	National	51	42	82.4 %	73.2 %	37	5	National
1122 : Professional occupations in business management consulting	National	1773	682	38.5 %	42.7 %	757	-75	National
2171 : Information systems analysts and consultants	National	571	248	43.4 %	27.7 %	158	90	National
2172 : Database analysts and data administrators	National	6	1	16.7 %	33.0 %	2	-1	National
2173 : Software engineers and designers	National	30	2	6.7 %	16.0 %	5	-3	National
2175 : Web designers and developers	National	2	1	50.0 %	30.8 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	92	71	77.2 %	51.3 %	47	24	National
5125 : Translators, terminologists and interpreters	National	458	259	56.6 %	69.7 %	319	-60	National
<b>04 : Semi-Professionals and Technicians</b>		224	86	38.4 %	24.5 %	55	31	
2281 : Computer network technicians	Nova Scotia	1	0	0.0 %	17.7 %	0	0	Nova Scotia
2281 : Computer network technicians	Ontario	1	0	0.0 %	21.4 %	0	0	Ontario
2282 : User support technicians	Alberta	16	11	68.8 %	23.8 %	4	7	Alberta
2282 : User support technicians	British Columbia	17	6	35.3 %	24.5 %	4	2	British Columbia
2282 : User support technicians	Manitoba	3	2	66.7 %	22.3 %	1	1	Manitoba
2282 : User support technicians	New Brunswick	3	2	66.7 %	28.6 %	1	1	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	2	1	50.0 %	32.5 %	1	0	Newfoundland and Labrador
2282 : User support technicians	Nova Scotia	3	1	33.3 %	29.7 %	1	0	Nova Scotia
2282 : User support technicians	Ontario	147	51	34.7 %	23.9 %	35	16	Ontario





Workplace Equity Information Management System - Deloitte LLP

Workforce Analysis - Detailed Report

Date: 2018-09-28

002607

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Québec	25	7	28.0 %	22.1 %	6	1	Québec
2282 : User support technicians	Saskatchewan	4	3	75.0 %	20.8 %	1	2	Saskatchewan
5211 : Library and public archive technicians	Alberta	2	2	100.0 %	93.4 %	2	0	Alberta
<b>05 : Supervisors</b>		91	76	83.5 %	52.9 %	48	28	
Employment Equity Occupational Group	B.C. less CMAs	1	1	100.0 %	63.0 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	2	2	100.0 %	53.8 %	1	1	Calgary
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	3	100.0 %	54.4 %	2	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	1	100.0 %	57.5 %	1	0	London
Employment Equity Occupational Group	Montréal	15	10	66.7 %	50.5 %	8	2	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	66.6 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	61.6 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	3	3	100.0 %	51.8 %	2	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	3	3	100.0 %	59.1 %	2	1	Que. less CMAs
Employment Equity Occupational Group	Québec	1	1	100.0 %	51.5 %	1	0	Québec
Employment Equity Occupational Group	Saint John	1	1	100.0 %	63.2 %	1	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	1	1	100.0 %	61.2 %	1	0	St. Catharines -
Employment Equity Occupational Group	Toronto	55	45	81.8 %	52.0 %	29	16	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	2	100.0 %	56.7 %	1	1	Trois-Rivières
Employment Equity Occupational Group	Victoria	1	1	100.0 %	55.8 %	1	0	Victoria
<b>07 : Administrative and Senior Clerical Personnel</b>		588	444	75.5 %	80.6 %	474	-30	
Employment Equity Occupational Group	B.C. less CMAs	6	6	100.0 %	87.1 %	5	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	32	27	84.4 %	81.2 %	26	1	Calgary
Employment Equity Occupational Group	Edmonton	2	2	100.0 %	84.2 %	2	0	Edmonton
Employment Equity Occupational Group	Halifax	6	6	100.0 %	80.9 %	5	1	Halifax



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Women

Employment Equity Occupational Group	Internal Location	Women						Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	3	75.0 %	82.1 %	3	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	12	9	75.0 %	82.8 %	10	-1	London
Employment Equity Occupational Group	Montréal	44	34	77.3 %	80.9 %	36	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	85.7 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	48	31	64.6 %	86.8 %	42	-11	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	5	4	80.0 %	76.8 %	4	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	24	23	95.8 %	87.6 %	21	2	Que. less CMAs
Employment Equity Occupational Group	Québec	5	5	100.0 %	80.4 %	4	1	Québec
Employment Equity Occupational Group	Regina	2	2	100.0 %	80.4 %	2	0	Regina
Employment Equity Occupational Group	Saint John	1	1	100.0 %	84.3 %	1	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	84.4 %	1	0	Saskatoon
Employment Equity Occupational Group	Sherbrooke	1	1	100.0 %	82.3 %	1	0	Sherbrooke
Employment Equity Occupational Group	St. John's	1	1	100.0 %	83.2 %	1	0	St. John's
Employment Equity Occupational Group	Toronto	351	254	72.4 %	79.1 %	278	-24	Toronto
Employment Equity Occupational Group	Vancouver	33	26	78.8 %	78.9 %	26	0	Vancouver
Employment Equity Occupational Group	Windsor	2	2	100.0 %	80.5 %	2	0	Windsor
Employment Equity Occupational Group	Winnipeg	7	5	71.4 %	82.0 %	6	-1	Winnipeg
<b>10 : Clerical Personnel</b>		<b>667</b>	<b>593</b>	<b>88.9 %</b>	<b>66.2 %</b>	<b>442</b>	<b>151</b>	
Employment Equity Occupational Group	B.C. less CMAs	3	3	100.0 %	78.0 %	2	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	52	44	84.6 %	70.7 %	37	7	Calgary
Employment Equity Occupational Group	Edmonton	14	13	92.9 %	71.9 %	10	3	Edmonton
Employment Equity Occupational Group	Halifax	9	9	100.0 %	69.7 %	6	3	Halifax
Employment Equity Occupational Group	Hamilton	10	10	100.0 %	70.0 %	7	3	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	11	9	81.8 %	69.6 %	8	1	Kitchener - Cambridge



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	London	5	5	100.0 %	69.9 %	3	2	London
Employment Equity Occupational Group	Montréal	117	102	87.2 %	61.6 %	72	30	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	71.3 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	17	14	82.4 %	73.9 %	13	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	24	22	91.7 %	65.7 %	16	6	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	46	46	100.0 %	64.6 %	30	16	Que. less CMAs
Employment Equity Occupational Group	Québec	7	4	57.1 %	58.6 %	4	0	Québec
Employment Equity Occupational Group	Regina	3	3	100.0 %	68.9 %	2	1	Regina
Employment Equity Occupational Group	Saguenay	7	7	100.0 %	62.4 %	4	3	Saguenay
Employment Equity Occupational Group	Saint John	4	4	100.0 %	70.5 %	3	1	Saint John
Employment Equity Occupational Group	Sask. less CMA	3	3	100.0 %	77.4 %	2	1	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	10	9	90.0 %	69.0 %	7	2	Saskatoon
Employment Equity Occupational Group	Sherbrooke	8	8	100.0 %	61.0 %	5	3	Sherbrooke
Employment Equity Occupational Group	St. Catharines - Niagara	3	3	100.0 %	71.5 %	2	1	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	4	4	100.0 %	71.4 %	3	1	St. John's
Employment Equity Occupational Group	Toronto	235	197	83.8 %	65.5 %	154	43	Toronto
Employment Equity Occupational Group	Trois-Rivières	11	11	100.0 %	63.1 %	7	4	Trois-Rivières
Employment Equity Occupational Group	Vancouver	38	37	97.4 %	70.6 %	27	10	Vancouver
Employment Equity Occupational Group	Victoria	5	5	100.0 %	71.7 %	4	1	Victoria
Employment Equity Occupational Group	Windsor	4	4	100.0 %	72.1 %	3	1	Windsor
Employment Equity Occupational Group	Winnipeg	16	16	100.0 %	68.3 %	11	5	Winnipeg



**Workforce Analysis - Detailed Report**

Date: 2018-09-28

002610

**Women**

Employment Equity Occupational Group	Internal Location	Women					Recruitment Area
		All Employees #	Representation # %	Availability % #	Gap #		
Total		11378	5613 49.3 %	5420 47.6 %	193		

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	Availability %	Availability #			
<b>01 : Senior Managers</b>	National	813	1	0.1 %	3.2 %	26	-25	National
<b>02 : Middle and Other Managers</b>	National	3074	18	0.6 %	2.7 %	83	-65	National
<b>03 : Professionals</b>		5921	23	0.4 %	1.6 %	95	-72	
1111 : Financial auditors and accountants	National	2868	16	0.6 %	1.4 %	40	-24	National
1112 : Financial and investment analysts	National	69	0	0.0 %	0.8 %	1	-1	National
1114 : Other financial officers	National	1	0	0.0 %	1.6 %	0	0	National
1121 : Human resources professionals	National	51	0	0.0 %	3.1 %	2	-2	National
1122 : Professional occupations in business management consulting	National	1773	6	0.3 %	1.6 %	28	-22	National
2171 : Information systems analysts and consultants	National	571	0	0.0 %	1.3 %	7	-7	National
2172 : Database analysts and data administrators	National	6	0	0.0 %	1.5 %	0	0	National
2173 : Software engineers and designers	National	30	0	0.0 %	0.6 %	0	0	National
2175 : Web designers and developers	National	2	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	92	0	0.0 %	2.0 %	2	-2	National
5125 : Translators, terminologists and interpreters	National	458	1	0.2 %	3.5 %	16	-15	National
<b>04 : Semi-Professionals and Technicians</b>		224	0	0.0 %	1.9 %	4	-4	
2281 : Computer network technicians	Nova Scotia	1	0	0.0 %	4.3 %	0	0	Nova Scotia
2281 : Computer network technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
2282 : User support technicians	Alberta	16	0	0.0 %	2.3 %	0	0	Alberta
2282 : User support technicians	British Columbia	17	0	0.0 %	2.8 %	0	0	British Columbia
2282 : User support technicians	Manitoba	3	0	0.0 %	8.0 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	3	0	0.0 %	3.1 %	0	0	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	2	0	0.0 %	6.3 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Nova Scotia	3	0	0.0 %	7.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	147	0	0.0 %	1.3 %	2	-2	Ontario



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Québec	25	0	0.0 %	1.3 %	0	0	Québec
2282 : User support technicians	Saskatchewan	4	0	0.0 %	7.4 %	0	0	Saskatchewan
5211 : Library and public archive technicians	Alberta	2	0	0.0 %	6.6 %	0	0	Alberta
<b>05 : Supervisors</b>		91	0	0.0 %	1.5 %	1	-1	
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	10.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	2	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	0	0.0 %	2.4 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	3.1 %	0	0	London
Employment Equity Occupational Group	Montréal	15	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	4.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	6.2 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	3	0	0.0 %	3.7 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	3.1 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	1	0	0.0 %	3.9 %	0	0	St. Catharines -
Employment Equity Occupational Group	Toronto	55	0	0.0 %	0.9 %	0	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	1.2 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.5 %	0	0	Victoria
<b>07 : Administrative and Senior Clerical Personnel</b>		588	1	0.2 %	1.8 %	11	-10	
Employment Equity Occupational Group	B.C. less CMAs	6	0	0.0 %	8.5 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	32	0	0.0 %	2.9 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	4.7 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	6	0	0.0 %	4.0 %	0	0	Halifax



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	12	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Montréal	44	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.3 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	48	0	0.0 %	5.7 %	3	-3	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	24	0	0.0 %	3.8 %	1	-1	Que. less CMAs
Employment Equity Occupational Group	Québec	5	0	0.0 %	1.4 %	0	0	Québec
Employment Equity Occupational Group	Regina	2	0	0.0 %	6.6 %	0	0	Regina
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.4 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	Sherbrooke	1	0	0.0 %	0.7 %	0	0	Sherbrooke
Employment Equity Occupational Group	St. John's	1	0	0.0 %	2.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	351	1	0.3 %	0.8 %	3	-2	Toronto
Employment Equity Occupational Group	Vancouver	33	0	0.0 %	2.1 %	1	-1	Vancouver
Employment Equity Occupational Group	Windsor	2	0	0.0 %	2.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	7	0	0.0 %	9.2 %	1	-1	Winnipeg
<b>10 : Clerical Personnel</b>		<b>667</b>	<b>2</b>	<b>0.3 %</b>	<b>2.4 %</b>	<b>16</b>	<b>-14</b>	
Employment Equity Occupational Group	B.C. less CMAs	3	0	0.0 %	10.7 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	52	0	0.0 %	3.1 %	2	-2	Calgary
Employment Equity Occupational Group	Edmonton	14	0	0.0 %	5.3 %	1	-1	Edmonton
Employment Equity Occupational Group	Halifax	9	0	0.0 %	3.9 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	10	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	11	0	0.0 %	2.1 %	0	0	Kitchener - Cambridge



### Workforce Analysis - Detailed Report

Date: 2018-09-28

#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	London	5	0	0.0 %	2.2 %	0	0	London
Employment Equity Occupational Group	Montréal	117	0	0.0 %	1.0 %	1	-1	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	17	0	0.0 %	6.4 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	24	0	0.0 %	3.5 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	46	0	0.0 %	4.4 %	2	-2	Que. less CMAs
Employment Equity Occupational Group	Québec	7	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Regina	3	0	0.0 %	6.7 %	0	0	Regina
Employment Equity Occupational Group	Saguenay	7	0	0.0 %	3.6 %	0	0	Saguenay
Employment Equity Occupational Group	Saint John	4	0	0.0 %	1.2 %	0	0	Saint John
Employment Equity Occupational Group	Sask. less CMA	3	1	33.3 %	14.8 %	0	1	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	10	1	10.0 %	8.5 %	1	0	Saskatoon
Employment Equity Occupational Group	Sherbrooke	8	0	0.0 %	0.4 %	0	0	Sherbrooke
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	2.6 %	0	0	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	4	0	0.0 %	3.0 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	235	0	0.0 %	0.8 %	2	-2	Toronto
Employment Equity Occupational Group	Trois-Rivières	11	0	0.0 %	1.5 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	38	0	0.0 %	2.7 %	1	-1	Vancouver
Employment Equity Occupational Group	Victoria	5	0	0.0 %	4.8 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	4	0	0.0 %	1.8 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	16	0	0.0 %	11.4 %	2	-2	Winnipeg





## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation #	Availability %	Gap #	
Total		11378	45	0.4 %	236	-191

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	813	86	10.6 %	11.5 %	93	-7	National
<b>02 : Middle and Other Managers</b>	National	3074	754	24.5 %	17.6 %	541	213	National
<b>03 : Professionals</b>		5921	1667	28.2 %	30.5 %	1806	-139	
1111 : Financial auditors and accountants	National	2868	723	25.2 %	32.3 %	926	-203	National
1112 : Financial and investment analysts	National	69	25	36.2 %	37.8 %	26	-1	National
1114 : Other financial officers	National	1	0	0.0 %	26.5 %	0	0	National
1121 : Human resources professionals	National	51	14	27.5 %	16.7 %	9	5	National
1122 : Professional occupations in business management consulting	National	1773	599	33.8 %	26.4 %	468	131	National
2171 : Information systems analysts and consultants	National	571	182	31.9 %	38.6 %	220	-38	National
2172 : Database analysts and data administrators	National	6	2	33.3 %	35.5 %	2	0	National
2173 : Software engineers and designers	National	30	12	40.0 %	46.7 %	14	-2	National
2175 : Web designers and developers	National	2	0	0.0 %	27.5 %	1	-1	National
4163 : Business development officers and marketing researchers and consultants	National	92	16	17.4 %	25.7 %	24	-8	National
5125 : Translators, terminologists and interpreters	National	458	94	20.5 %	25.8 %	118	-24	National
<b>04 : Semi-Professionals and Technicians</b>		224	94	42.0 %	33.9 %	76	18	
2281 : Computer network technicians	Nova Scotia	1	0	0.0 %	8.7 %	0	0	Nova Scotia
2281 : Computer network technicians	Ontario	1	0	0.0 %	38.7 %	0	0	Ontario
2282 : User support technicians	Alberta	16	7	43.8 %	29.7 %	5	2	Alberta
2282 : User support technicians	British Columbia	17	8	47.1 %	37.8 %	6	2	British Columbia
2282 : User support technicians	Manitoba	3	0	0.0 %	26.9 %	1	-1	Manitoba
2282 : User support technicians	New Brunswick	3	0	0.0 %	5.9 %	0	0	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	2	0	0.0 %	3.8 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Nova Scotia	3	2	66.7 %	5.4 %	0	2	Nova Scotia
2282 : User support technicians	Ontario	147	73	49.7 %	38.8 %	57	16	Ontario



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2282 : User support technicians	Québec	25	3	12.0 %	20.8 %	5	-2	Québec
2282 : User support technicians	Saskatchewan	4	0	0.0 %	16.8 %	1	-1	Saskatchewan
5211 : Library and public archive technicians	Alberta	2	1	50.0 %	7.3 %	0	1	Alberta
<b>05 : Supervisors</b>		91	11	12.1 %	37.0 %	34	-23	
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	10.1 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	2	0	0.0 %	36.7 %	1	-1	Calgary
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	0	0.0 %	13.7 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	10.9 %	0	0	London
Employment Equity Occupational Group	Montréal	15	0	0.0 %	20.4 %	3	-3	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	3.0 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	3	1	33.3 %	16.2 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	3	0	0.0 %	1.1 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	1	0	0.0 %	3.2 %	0	0	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	4.0 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	1	0	0.0 %	8.5 %	0	0	St. Catharines -
Employment Equity Occupational Group	Toronto	55	10	18.2 %	51.5 %	28	-18	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	3.7 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Victoria	1	0	0.0 %	16.1 %	0	0	Victoria
<b>07 : Administrative and Senior Clerical Personnel</b>		588	147	25.0 %	29.7 %	175	-28	
Employment Equity Occupational Group	B.C. less CMAs	6	1	16.7 %	3.5 %	0	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	32	4	12.5 %	20.6 %	7	-3	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	16.9 %	0	1	Edmonton
Employment Equity Occupational Group	Halifax	6	0	0.0 %	6.7 %	0	0	Halifax



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	1	25.0 %	10.9 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	12	6	50.0 %	8.8 %	1	5	London
Employment Equity Occupational Group	Montréal	44	5	11.4 %	14.6 %	6	-1	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.2 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	48	14	29.2 %	1.9 %	1	13	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	5	2	40.0 %	14.1 %	1	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	24	0	0.0 %	0.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	5	1	20.0 %	3.3 %	0	1	Québec
Employment Equity Occupational Group	Regina	2	0	0.0 %	9.5 %	0	0	Regina
Employment Equity Occupational Group	Saint John	1	0	0.0 %	2.8 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.2 %	0	0	Saskatoon
Employment Equity Occupational Group	Sherbrooke	1	0	0.0 %	2.5 %	0	0	Sherbrooke
Employment Equity Occupational Group	St. John's	1	0	0.0 %	2.4 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	351	104	29.6 %	40.6 %	143	-39	Toronto
Employment Equity Occupational Group	Vancouver	33	5	15.2 %	39.9 %	13	-8	Vancouver
Employment Equity Occupational Group	Windsor	2	0	0.0 %	10.5 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	7	3	42.9 %	15.9 %	1	2	Winnipeg
<b>10 : Clerical Personnel</b>		<b>667</b>	<b>125</b>	<b>18.7 %</b>	<b>30.0 %</b>	<b>200</b>	<b>-75</b>	
Employment Equity Occupational Group	B.C. less CMAs	3	0	0.0 %	4.2 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	52	12	23.1 %	30.6 %	16	-4	Calgary
Employment Equity Occupational Group	Edmonton	14	0	0.0 %	21.5 %	3	-3	Edmonton
Employment Equity Occupational Group	Halifax	9	0	0.0 %	8.1 %	1	-1	Halifax
Employment Equity Occupational Group	Hamilton	10	1	10.0 %	12.6 %	1	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	11	0	0.0 %	13.4 %	1	-1	Kitchener - Cambridge



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	London	5	0	0.0 %	11.2 %	1	-1	London
Employment Equity Occupational Group	Montréal	117	17	14.5 %	20.4 %	24	-7	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	17	2	11.8 %	1.9 %	0	2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	24	3	12.5 %	18.2 %	4	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	46	0	0.0 %	1.0 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	7	1	14.3 %	4.1 %	0	1	Québec
Employment Equity Occupational Group	Regina	3	0	0.0 %	12.7 %	0	0	Regina
Employment Equity Occupational Group	Saguenay	7	0	0.0 %	1.6 %	0	0	Saguenay
Employment Equity Occupational Group	Saint John	4	0	0.0 %	3.1 %	0	0	Saint John
Employment Equity Occupational Group	Sask. less CMA	3	0	0.0 %	3.5 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	10	0	0.0 %	11.9 %	1	-1	Saskatoon
Employment Equity Occupational Group	Sherbrooke	8	0	0.0 %	4.1 %	0	0	Sherbrooke
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	6.1 %	0	0	St. Catharines - Niagara
Employment Equity Occupational Group	St. John's	4	0	0.0 %	2.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	235	79	33.6 %	52.2 %	123	-44	Toronto
Employment Equity Occupational Group	Trois-Rivières	11	0	0.0 %	3.1 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	38	8	21.1 %	46.7 %	18	-10	Vancouver
Employment Equity Occupational Group	Victoria	5	0	0.0 %	9.8 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	4	0	0.0 %	11.4 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	16	2	12.5 %	23.3 %	4	-2	Winnipeg



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities					Recruitment Area
		All Employees	Representation		Availability		
		#	#	%	%	#	#
Total		11378	2884	25.4 %	25.7 %	2925	-41

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2018-09-28

### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	3887	18	0.5 %	5.0 %	194	-176	National
03 : Professionals	National	5921	34	0.6 %	8.9 %	527	-493	National
04 : Semi-Professionals and Technicians	National	224	0	0.0 %	7.6 %	17	-17	National
05 : Supervisors	National	91	0	0.0 %	27.5 %	25	-25	National
07 : Administrative and Senior Clerical Personnel	National	588	11	1.9 %	10.0 %	59	-48	National
10 : Clerical Personnel	National	667	7	1.0 %	9.3 %	62	-55	National
<b>Total</b>		<b>11378</b>	<b>70</b>	<b>0.6 %</b>	<b>7.8 %</b>	<b>884</b>	<b>-814</b>	

Total may not equal sum of components due to rounding.

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



### Workforce Analysis - Detailed Report

Date: 2018-09-28

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#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA





### Workforce Analysis - Detailed Report

Date: 2018-09-28

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



Workplace Equity Information Management System - Deloitte LLP

**Workforce Analysis - Summary Report**

Date: 2018-09-28

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	813	192	23.6 %	27.6 %	224	-32
02 : Middle and Other Managers	3074	1383	45.0 %	39.4 %	1211	172
03 : Professionals	5921	2839	47.9 %	50.1 %	2966	-127
04 : Semi-Professionals and Technicians	224	86	38.4 %	24.5 %	55	31
05 : Supervisors	91	76	83.5 %	52.9 %	48	28
07 : Administrative and Senior Clerical Personnel	588	444	75.5 %	80.6 %	474	-30
10 : Clerical Personnel	667	593	88.9 %	66.2 %	442	151
<b>Total</b>	<b>11378</b>	<b>5613</b>	<b>49.3 %</b>	<b>47.6 %</b>	<b>5420</b>	<b>193</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-09-28

#### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	813	1	0.1 %	3.2 %	26	-25
02 : Middle and Other Managers	3074	18	0.6 %	2.7 %	83	-65
03 : Professionals	5921	23	0.4 %	1.6 %	95	-72
04 : Semi-Professionals and Technicians	224	0	0.0 %	1.9 %	4	-4
05 : Supervisors	91	0	0.0 %	1.5 %	1	-1
07 : Administrative and Senior Clerical Personnel	588	1	0.2 %	1.8 %	11	-10
10 : Clerical Personnel	667	2	0.3 %	2.4 %	16	-14
<b>Total</b>	<b>11378</b>	<b>45</b>	<b>0.4 %</b>	<b>2.1 %</b>	<b>236</b>	<b>-191</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-09-28

#### Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	813	86	10.6 %	11.5 %	93	-7
02 : Middle and Other Managers	3074	754	24.5 %	17.6 %	541	213
03 : Professionals	5921	1667	28.2 %	30.5 %	1806	-139
04 : Semi-Professionals and Technicians	224	94	42.0 %	33.9 %	76	18
05 : Supervisors	91	11	12.1 %	37.0 %	34	-23
07 : Administrative and Senior Clerical Personnel	588	147	25.0 %	29.7 %	175	-28
10 : Clerical Personnel	667	125	18.7 %	30.0 %	200	-75
<b>Total</b>	<b>11378</b>	<b>2884</b>	<b>25.4 %</b>	<b>25.7 %</b>	<b>2925</b>	<b>-41</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-09-28

### Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01/02 : Managers	3887	18	0.5 %	5.0 %	194	-176
03 : Professionals	5921	34	0.6 %	8.9 %	527	-493
04 : Semi-Professionals and Technicians	224	0	0.0 %	7.6 %	17	-17
05 : Supervisors	91	0	0.0 %	27.5 %	25	-25
07 : Administrative and Senior Clerical Personnel	588	11	1.9 %	10.0 %	59	-48
10 : Clerical Personnel	667	7	1.0 %	9.3 %	62	-55
<b>Total</b>	<b>11378</b>	<b>70</b>	<b>0.6 %</b>	<b>7.8 %</b>	<b>884</b>	<b>-814</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-09-28

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



### Workforce Analysis - Summary Report

Date: 2018-09-28

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Deloitte LLP**  
[Date: 2018-01-18]

**Data from First/Previous Workforce Analysis**

**Data from Subsequent/Current Workforce Analysis**

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	12

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	28

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
	#	Representation	Availability*	
01	Senior Managers	912	219	27.40
02	Middle & Other Managers	2,995	1,365	38.90
03	Professionals	3,663	1,835	49.70
04	Semi-Professionals & Technicians	319	131	25.10
05	Supervisors	113	97	53.30
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	60	51	80.50
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	753	699	66.50
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		8,815	4,397	44.5

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
	#	Representation	Availability*	
	813	192	23.60	
	3,034	1,363	45.00	
	5,696	2,725	48.40	
	221	86	39.30	
	89	76	86.40	
	0	0	0.00	
	514	393	75.50	
	0	0	0.00	
	0	0	0.00	
	618	563	91.10	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
Total	10,985	5,398	0.0	

\* Source:  
2011 National Household Survey

\* Source:  
2016 Census



**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	12

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	28

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
#	Representation		Availability*	
	#	#	%	
01 Senior Managers	912	1	2.90	
02 Middle & Other Managers	2,995	20	2.20	
03 Professionals	3,663	22	1.60	
04 Semi-Professionals & Technicians	319	1	2.00	
05 Supervisors	113	0	1.40	
06 Supervisors: Crafts & Trades	0	0	0.00	
07 Administrative & Senior Clerical Personnel	60	0	1.40	
08 Skilled Sales & Service Personnel	0	0	0.00	
09 Skilled Crafts & Trades Workers	0	0	0.00	
10 Clerical Personnel	753	3	2.10	
11 Intermediate Sales & Service Personnel	0	0	0.00	
12 Semi-Skilled Manual Workers	0	0	0.00	
13 Other Sales & Service Personnel	0	0	0.00	
14 Other Manual Workers	0	0	0.00	
<b>Total</b>	<b>8,815</b>	<b>47</b>	<b>2.0</b>	

Employment Equity Occupational Group (EEOG)		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
#	Representation		Availability*	
	#	#	%	
	813	1	0.10	
	3,034	21	0.70	
	5,696	28	0.50	
	221	0	1.90	
	89	0	1.50	
	0	0	0.00	
	514	2	0.40	
	0	0	0.00	
	0	0	0.00	
	618	5	0.80	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
<b>Total</b>	<b>10,985</b>	<b>57</b>	<b>0.0</b>	

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**

**Data from Subsequent/Current Workforce Analysis**

↓	↓	↓
Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	12

↓	↓	↓
Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	28

Employment Equity Occupational Group (EEOG)	Table 3: Members of Visible Minorities		
	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	
01 Senior Managers	912	79	10.10
02 Middle & Other Managers	2,995	731	15.00
03 Professionals	3,663	1,223	25.70
04 Semi-Professionals & Technicians	319	133	30.50
05 Supervisors	113	15	30.80
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	60	13	26.80
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	753	138	25.60
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>8,815</b>	<b>2,332</b>	<b>20.7</b>

Employment Equity Occupational Group (EEOG)	Table 7: Members of Visible Minorities		
	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	
	813	86	10.60
	3,034	753	25.50
	5,696	1,638	30.00
	221	94	42.90
	89	10	11.40
	0	0	0.00
	514	134	28.00
	0	0	0.00
	0	0	0.00
	618	115	18.90
	0	0	0.00
	0	0	0.00
	0	0	0.00
<b>Total</b>	<b>10,985</b>	<b>2,830</b>	<b>0.0</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Deloitte LLP</b>
<b>[Date: 2018-01-18]</b>

<b>Data from First/Previous Workforce Analysis</b>
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↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	12

<b>Data from Subsequent/Current Workforce Analysis</b>
--

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	28

Table 4: Persons with Disabilities				
First/Previous Workforce Analysis				
Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities		
	#	Representation	Availability*	%
01/02 Managers	3,907	21	4.30	
03 Professionals	3,663	19	3.80	
04 Semi-Professionals & Technicians	319	0	4.60	
05 Supervisors	113	0	13.90	
06 Supervisors: Crafts & Trades	0	0	0.00	
07 Administrative & Senior Clerical Personnel	60	1	3.40	
08 Skilled Sales & Service Personnel	0	0	0.00	
09 Skilled Crafts & Trades Workers	0	0	0.00	
10 Clerical Personnel	753	10	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	0	0	0.00	
14 Other Manual Workers	0	0	0.00	
<b>Total</b>	<b>8,815</b>	<b>51</b>	<b>4.5</b>	

Table 8: Persons with Disabilities				
Subsequent/Current Workforce Analysis				
Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities		
	#	Representation	Availability*	%
	3,847	17	0.50	
	5,696	34	0.60	
	221	0	0.00	
	89	0	0.00	
	0	0	0.00	
	514	10	2.10	
	0	0	0.00	
	0	0	0.00	
	618	7	1.10	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
<b>Total</b>	<b>10,985</b>	<b>68</b>	<b>0.0</b>	

<b>* Source:</b> 2012 Canadian Survey on Disability
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<b>* Source:</b> 2017 Canadian Survey on Disability
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**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	12	2018	09	28

Employment Equity Occupational Group (EEOG)	Data from Form 4 - Employees Hired				Data from Form 5 - Employees Promoted				Data from Form 6 - Employees Terminated			
	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	
01 Senior Managers	118	47	2	1	54	22	0	0	220	70	9	5
02 Middle & Other Managers	1,251	473	12	9	956	388	16	15	1,226	473	47	34
03 Professionals	4,331	1,913	29	18	3,379	1,586	32	25	2,331	1,019	49	41
04 Semi-Professionals & Technicians	19	3	0	0	225	93	1	0	118	43	1	1
05 Supervisors	13	11	0	0	18	13	1	1	36	29	2	2
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	570	428	4	2	30	25	1	1	159	120	1	1
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	115	97	1	1	68	61	2	2	244	228	13	10
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>6,417</b>	<b>2,972</b>	<b>48</b>	<b>31</b>	<b>4,730</b>	<b>2,188</b>	<b>53</b>	<b>44</b>	<b>4,334</b>	<b>1,982</b>	<b>122</b>	<b>94</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Deloitte LLP**  
 [Date: 2018-01-18]

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	12	2018	09	28

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	118	0	2	0	54	0	0	0	220	0	9	0
02 Middle & Other Managers	1,251	8	12	0	956	9	16	0	1,226	7	47	0
03 Professionals	4,331	17	29	2	3,379	20	32	0	2,331	12	49	1
04 Semi-Professionals & Technicians	19	0	0	0	225	0	1	0	118	1	1	0
05 Supervisors	13	0	0	0	18	0	1	0	36	0	2	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	570	2	4	0	30	0	1	0	159	0	1	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	115	3	1	0	68	1	2	0	244	1	13	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>6,417</b>	<b>30</b>	<b>48</b>	<b>2</b>	<b>4,730</b>	<b>30</b>	<b>53</b>	<b>0</b>	<b>4,334</b>	<b>21</b>	<b>122</b>	<b>1</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Deloitte LLP**  
 [Date: 2018-01-18]

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	12	2018	09	28

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	118	0	2	0	54	0	0	0	220	2	9	0
02 Middle & Other Managers	1,251	6	12	0	956	7	16	0	1,226	7	47	0
03 Professionals	4,331	26	29	0	3,379	17	32	0	2,331	10	49	0

Federal Contractors Program Achievement Report													
Part 2: Flow Data Analysis													
Deloitte LLP													
[Date: 2018-01-18]													
04	Semi-Professionals & Technicians	19	0	0	0	225	0	1	0	118	0	1	0
05	Supervisors	13	0	0	0	18	0	1	0	36	0	2	0
06	Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07	Administrative & Senior Clerical Personnel	570	9	4	0	30	0	1	0	159	1	1	0
08	Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	115	0	1	0	68	0	2	0	244	3	13	0
11	Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total		6,417	41	48	0	4,730	24	53	0	4,334	23	122	0

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	12	2018	09	28

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities				
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National		
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated	
	#	#	#	#	#	#	#	#	#	#	#	#	
01	Senior Managers	118	19	2	0	54	8	0	0	220	14	9	1
02	Middle & Other Managers	1,251	259	12	0	956	246	16	3	1,226	235	47	4
03	Professionals	4,331	1,035	29	2	3,379	996	32	1	2,331	624	49	2
04	Semi-Professionals & Technicians	19	6	0	0	225	100	1	1	118	46	1	0
05	Supervisors	13	0	0	0	18	4	1	1	36	5	2	0
06	Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07	Administrative & Senior Clerical Personnel	570	115	4	2	30	10	1	0	159	5	1	0
08	Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	115	17	1	0	68	17	2	0	244	36	13	4
11	Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	3
12	Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total		6,417	1,451	48	4	4,730	1,381	53	6	4,334	965	122	14

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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 <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 1: Women																				
First/Previous Short-term Goals																				
Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2016-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-12	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	%	#	#	%								
01 Senior Managers	912	-3.8%	-3.8%	-104	26.6%	24.0%	657	553	219	24.0%	158	160	0	0.0%	27.4%	-31	-160	24.0%	7.5%	
02 Middle & Other Managers	2,995	0.4%	0.9%	81	42.2%	33.0%	2,965	3,046	1,365	33.0%	1,351	1,183	0	0.0%	38.9%	200	-1,183	45.6%	0.5%	
03 Professionals	3,663	15.9%	17.4%	1,912	50.9%	36.4%	4,000	5,912	1,835	36.4%	2,004	2,940	0	0.0%	49.7%	14	-2,940	50.1%	-3.0%	
04 Semi-Professionals & Tech	319	-11.5%	-11.1%	-106	44.1%	43.5%	416	310	131	43.5%	171	93	0	0.0%	25.1%	51	-93	41.1%	-18.8%	
05 Supervisors	113	-7.6%	-7.0%	-24	37.6%	33.3%	113	89	97	33.3%	97	47	0	0.0%	53.3%	37	-47	85.8%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	60	104.6%	114.0%	205	55.7%	9.0%	16	221	51	9.0%	14	176	0	0.0%	80.5%	3	-176	85.0%	14.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	753	-6.4%	-4.0%	-90	37.5%	31.4%	709	619	699	31.4%	658	400	0	0.0%	66.5%	198	-400	92.8%	6.2%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>8,815</b>	<b>7.6%</b>	<b>8.9%</b>	<b>2,354</b>	<b>45.0%</b>	<b>33.2%</b>	<b>8,780</b>	<b>11,134</b>	<b>4,397</b>	<b>33.2%</b>	<b>4,379</b>	<b>4,952</b>	<b>0</b>	<b>0.0%</b>	<b>44.5%</b>	<b>474</b>	<b>-4,952</b>	<b>49.9%</b>	<b>0.2%</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	67	0.0	14	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	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	0	23.0	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>67</b>	<b>0.0</b>	<b>14</b>	<b>0.0</b>	



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**  
**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2016-04-12	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2016-04-12		Annually	Over 3 Years					
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
	01 Senior Managers	912	-3.8%		0	26.6%		0	0	1	0.0%	0	25	0	2.9%	-25	-25	0.1%	0.1%
02 Middle & Other Managers	2,995	0.4%		0	42.2%		0	20	0.0%	0	46	0	2.2%	-46	-46	0.7%	0.7%		
03 Professionals	3,663	15.9%		0	50.9%		0	22	0.0%	0	37	0	1.6%	-37	-37	0.6%	0.6%		
04 Semi-Professionals & Tech	319	-11.5%		0	44.1%		0	1	0.0%	0	5	0	2.0%	-5	-5	0.3%	0.3%		
05 Supervisors	113	-7.6%		0	37.6%		0	0	0.0%	0	2	0	1.4%	-2	-2	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	60	104.6%		0	55.7%		0	0	0.0%	0	1	0	1.4%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	753	-6.4%		0	37.5%		0	3	0.0%	0	13	0	2.1%	-13	-13	0.4%	0.4%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>8,815</b>	<b>7.6%</b>		<b>0</b>	<b>45.0%</b>		<b>0</b>	<b>0</b>	<b>47</b>	<b>0.0%</b>	<b>0</b>	<b>129</b>	<b>0</b>	<b>2.0%</b>	<b>-129</b>	<b>-129</b>	<b>0.5%</b>	<b>0.5%</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 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	6	0.0	20	0.0	
02 Middle & Other Managers	21	0.0	34	0.0	
03 Professionals	21	0.0	25	0.0	
04 Semi-Professionals & Tech	2	0.0	4	0.0	
05 Supervisors	1	0.0	1	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	6	0.0	9	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>58</b>		<b>93</b>		

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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 <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 5: Persons with Disabilities**  
**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		2016-04-12	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	Annually		Over 3 Years	2016						2019
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	#	%	%		
	01/02 Managers	3,907	-1.7%		0	34.4%		0	0	21	0.0%	0	147	0	4.3%	-147	-147	0.5%	0.5%	
03 Professionals	3,663	15.9%		0	50.9%		0	0	19	0.0%	0	120	0	3.8%	-120	-120	0.5%	0.5%		
04 Semi-Professionals & Tech	319	-11.5%		0	44.1%		0	0	0	0.0%	0	15	0	4.6%	-15	-15	0.0%	0.0%		
05 Supervisors	113	-7.6%		0	37.6%		0	0	0	0.0%	0	16	0	13.9%	-16	-16	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	60	104.6%		0	55.7%		0	0	1	0.0%	0	1	0	3.4%	-1	-1	1.7%	1.7%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	753	-6.4%		0	37.5%		0	0	10	0.0%	0	43	0	7.0%	-43	-43	1.3%	1.3%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>8,815</b>	<b>7.6%</b>		<b>0</b>	<b>45.0%</b>		<b>0</b>	<b>0</b>	<b>51</b>	<b>0.0%</b>	<b>0</b>	<b>346</b>	<b>0</b>	<b>4.5%</b>	<b>-346</b>	<b>-346</b>	<b>0.6%</b>	<b>0.6%</b>		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.  
 Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	50	0.0	112	0.0	
03 Professionals	46	0.0	88	0.0	
04 Semi-Professionals & Tech	4	0.0	11	0.0	
05 Supervisors	5	0.0	12	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	18	0.0	32	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>124</b>		<b>255</b>		

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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 <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 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	Actual			Projected	From - To		From - To						
	2016-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-12	Annually	Over 3 Years	2016	2019							
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	912	-3.8%		0	26.6%		0	0	79	0.0%	0	13	0	10.1%	-13	-13	8.7%	8.7%	
02 Middle & Other Managers	2,995	0.4%		0	42.2%		0	0	731	0.0%	0	-282	0	15.0%	282	282	24.4%	24.4%	
03 Professionals	3,663	15.9%		0	50.9%		0	0	1,223	0.0%	0	-282	0	25.7%	282	282	33.4%	33.4%	
04 Semi-Professionals & Tech	319	-11.5%		0	44.1%		0	0	133	0.0%	0	-36	0	30.5%	36	36	41.7%	41.7%	
05 Supervisors	113	-7.6%		0	37.6%		0	0	15	0.0%	0	20	0	30.8%	-20	-20	13.3%	13.3%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	60	104.6%		0	55.7%		0	0	13	0.0%	0	3	0	26.8%	-3	-3	21.7%	21.7%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	753	-6.4%		0	37.5%		0	0	138	0.0%	0	55	0	25.6%	-55	-55	18.3%	18.3%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>8,815</b>	<b>7.6%</b>		<b>0</b>	<b>45.0%</b>		<b>0</b>	<b>0</b>	<b>2,332</b>	<b>0.0%</b>	<b>0</b>	<b>-507</b>	<b>0</b>	<b>20.7%</b>	<b>507</b>	<b>507</b>	<b>26.5%</b>	<b>26.5%</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 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	23	0.0	9	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	11	0.0	15	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	5	0.0	2	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	67	0.0	37	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>106</b>		<b>63</b>		

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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 <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 9: Women																				
Subsequent/Current Short-term Goals																				
All Employees										Women										
Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals		Hires Required Over 3 Years	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual		Projected	Actual		Projected			From - To										
		YYYY-MM-DD	Actual	Projected	Actual	Projected	YYYY - YYYY			2018	2021									
		2018-09-28	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2018-09-28	Annually	Over 3 Years							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	%	%	%	%	%	
01 Senior Managers	813	-3.8%	-3.8%	-93	26.6%	24.0%	585	492	192	24.0%	138	116	138	28.0%	23.6%	0	22	23.6%	26.7%	
02 Middle & Other Managers	3,034	0.4%	0.9%	82	42.2%	33.0%	3,004	3,086	1,363	33.0%	1,349	1,388	1,420	46.0%	45.0%	-2	32	44.9%	46.0%	
03 Professionals	5,696	15.9%	17.4%	2,973	50.9%	36.4%	6,220	9,193	2,725	36.4%	2,976	4,447	4,597	50.0%	48.4%	-32	150	47.8%	50.1%	
04 Semi-Professionals & Tech	221	-11.5%	-11.1%	-74	44.1%	43.5%	288	214	86	43.5%	112	84	83	39.0%	39.3%	-1	-1	38.9%	38.8%	
05 Supervisors	89	-7.6%	-7.0%	-19	37.6%	33.3%	89	70	76	33.3%	76	60	35	50.0%	86.4%	-1	-25	85.4%	50.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	514	104.6%	114.0%	1,758	55.7%	9.0%	139	1,897	393	9.0%	106	1,428	949	50.0%	75.5%	5	-479	76.5%	54.4%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	618	-6.4%	-4.0%	-74	37.5%	31.4%	582	508	563	31.4%	530	463	254	50.0%	91.1%	0	-209	91.1%	52.8%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>10,985</b>	<b>7.6%</b>	<b>8.9%</b>	<b>2,933</b>	<b>45.0%</b>	<b>33.2%</b>	<b>10,941</b>	<b>13,874</b>	<b>5,398</b>	<b>33.2%</b>	<b>5,376</b>	<b>-22</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5,398</b>	<b>22</b>	<b>49.1%</b>	<b>0.2%</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 10: Women					
Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals	Long-term Goals			
	%	%			
01 Senior Managers	28.0	28.0			
02 Middle & Other Managers	46.0				
03 Professionals	50.0				
04 Semi-Professionals & Tech	39.0				
05 Supervisors	50.0				
06 Supervisors: Crafts & Trades	0.0				
07 Administrative & Sr Clerical	50.0				
08 Skilled Sales & Service	0.0				
09 Skilled Crafts & Trades	0.0				
10 Clerical Personnel	50.0				
11 Intermediate Sales & Service	0.0				
12 Semi-Skilled Manual	0.0				
13 Other Sales & Service	0.0				
14 Other Manual Workers	0.0				
<b>Total</b>	<b>0.0</b>				

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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 <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 11: Aboriginal Peoples**  
**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To	From - To								
	2018-09-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-28	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	%	#	#	%	%							
01 Senior Managers	813	-3.8%	-3.8%	-93	26.6%	24.0%	585	492	1	24.0%	1	1	7	1.4%	0.1%	0	6	0.1%	1.0%	
02 Middle & Other Managers	3,034	0.4%	0.9%	82	42.2%	33.0%	3,004	3,086	21	33.0%	21	22	62	2.0%	0.7%	0	40	0.7%	2.0%	
03 Professionals	5,696	15.9%	17.4%	2,973	50.9%	36.4%	6,220	9,193	28	36.4%	31	46	138	1.5%	0.5%	0	92	0.5%	1.6%	
04 Semi-Professionals & Tech	221	-11.5%	-11.1%	-74	44.1%	43.5%	288	214	0	43.5%	0	3	6	3.0%	1.9%	-4	3	0.0%	4.1%	
05 Supervisors	89	-7.6%	-7.0%	-19	37.6%	33.3%	89	70	0	33.3%	0	1	1	1.0%	1.5%	-1	0	0.0%	1.4%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	514	104.6%	114.0%	1,758	55.7%	9.0%	139	1,897	2	9.0%	1	8	19	1.0%	0.4%	0	11	0.4%	0.9%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	618	-6.4%	-4.0%	-74	37.5%	31.4%	582	508	5	31.4%	5	4	10	2.0%	0.8%	0	6	0.8%	1.8%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>10,985</b>	<b>7.6%</b>	<b>8.9%</b>	<b>2,933</b>	<b>45.0%</b>	<b>33.2%</b>	<b>10,941</b>	<b>13,874</b>	<b>57</b>	<b>33.2%</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>57</b>	<b>0</b>	<b>0.5%</b>	<b>0.0%</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 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	1.4	2.0%	
02 Middle & Other Managers	2.0	2.5%	
03 Professionals	1.5	1.5%	
04 Semi-Professionals & Tech	3.0	3.0%	
05 Supervisors	1.0	1.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	
07 Administrative & Sr Clerical	1.0	1.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	0.0	0.0%	
10 Clerical Personnel	2.0	2.0%	
11 Intermediate Sales & Service	0.0	0.0%	
12 Semi-Skilled Manual	0.0	0.0%	
13 Other Sales & Service	0.0	0.0%	
14 Other Manual Workers	0.0	0.0%	
<b>Total</b>	<b>0.0</b>		

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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 <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 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		All Employees										Persons with Disabilities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	YYYY-MM-DD		Actual	Over 3 Years	Actual	Over 3 Years		From - To	Present Availability					
		2018-09-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-28	Annually	Over 3 Years	2018	2021	2018	2021	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	%	#	#	%	%		
01/02	Managers	3,847	-1.7%	-1.4%	-162	34.4%	28.5%	3,289	3,127	17	28.5%	15	16	94	3.0%	0.5%	-2	78	0.4%	2.6%		
03	Professionals	5,696	15.9%	17.4%	2,973	50.9%	36.4%	6,220	9,193	34	36.4%	37	55	827	9.0%	0.6%	0	772	0.6%	9.5%		
04	Semi-Professionals & Tech	221	-11.5%	-11.1%	-74	44.1%	43.5%	288	214	0	43.5%	0	0	21	10.0%	0.0%	0	21	0.0%	14.3%		
05	Supervisors	89	-7.6%	-7.0%	-19	37.6%	33.3%	89	70	0	33.3%	0	0	19	27.5%	0.0%	0	19	0.0%	27.1%		
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	514	104.6%	114.0%	1,758	55.7%	9.0%	139	1,897	10	9.0%	3	41	152	8.0%	2.1%	-1	111	1.9%	7.0%		
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	618	-6.4%	-4.0%	-74	37.5%	31.4%	582	508	7	31.4%	7	6	41	8.0%	1.1%	0	35	1.1%	7.5%		
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		10,985	7.6%	8.9%	2,933	45.0%	33.2%	10,941	13,874	68	33.2%	68	0	0	0.0%	0.0%	68	0	0.6%	0.0%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.  
‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%		%		
01/02	Managers		3.0	4.0%		
03	Professionals		9.0	9.0%		
04	Semi-Professionals & Tech		10.0	10.0%		
05	Supervisors		27.5	27.5%		
06	Supervisors: Crafts & Trades		0.0	0.0%		
07	Administrative & Sr Clerical		8.0	8.0%		
08	Skilled Sales & Service		0.0	0.0%		
09	Skilled Crafts & Trades		0.0	0.0%		
10	Clerical Personnel		8.0	8.0%		
11	Intermediate Sales & Service		0.0	0.0%		
12	Semi-Skilled Manual		0.0	0.0%		
13	Other Sales & Service		0.0	0.0%		
14	Other Manual Workers		0.0	0.0%		
Total			0.0			

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Deloitte LLP**  
**[Date: 2018-01-18]**

**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**

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	YYYY-MM-DD		Annually	Over 3 Years	From - To	Present Availability		Present Gap	Projected Gap					
		2018-09-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-28	Annually	Over 3 Years	2018	2021	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
		#	%	%	#	%	%	#	#	#	%	#	%	%	#	#	%	%				
01	Senior Managers	813	-3.8%		0	26.6%		0	0	86	0.0%	0	0	0	10.0%	10.6%	0	0	10.6%	10.6%		
02	Middle & Other Managers	3,034	0.4%		0	42.2%		0	0	753	0.0%	0	21	0	25.0%	25.5%	-21	-21	24.8%	24.8%		
03	Professionals	5,696	15.9%		0	50.9%		0	0	1,638	0.0%	0	71	0	30.5%	30.0%	-71	-71	28.8%	28.8%		
04	Semi-Professionals & Tech	221	-11.5%		0	44.1%		0	0	94	0.0%	0	1	0	42.0%	42.9%	-1	-1	42.5%	42.5%		
05	Supervisors	89	-7.6%		0	37.6%		0	0	10	0.0%	0	0	0	11.0%	11.4%	0	0	11.2%	11.2%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	514	104.6%		0	55.7%		0	0	134	0.0%	0	10	0	23.0%	28.0%	-10	-10	26.1%	26.1%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	618	-6.4%		0	37.5%		0	0	115	0.0%	0	2	0	17.0%	18.9%	-2	-2	18.6%	18.6%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		10,985	7.6%		0	45.0%		0	0	2,830	0.0%	0	-2,830	0	0.0%	2.830	2.830		25.8%	25.8%		

† 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 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	10.0	10.0%	
02	Middle & Other Managers	25.0	25.0%	
03	Professionals	30.5	30.5%	
04	Semi-Professionals & Tech	42.0	42.0%	
05	Supervisors	11.0	11.0%	
06	Supervisors: Crafts & Trades	0.0		
07	Administrative & Sr Clerical	23.0	23.0%	
08	Skilled Sales & Service	0.0		
09	Skilled Crafts & Trades	0.0		
10	Clerical Personnel	17.0	17.0%	
11	Intermediate Sales & Service	0.0		
12	Semi-Skilled Manual	0.0		
13	Other Sales & Service	0.0		
14	Other Manual Workers	0.0		
<b>Total</b>		0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Deloitte LLP**

**[Date: 2018-01-18]**

002646

<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	912	219	24.0	27.4	250	-31	87.6																
	2018	813	192	23.6	23.6	192	0	100.1	120	48	40.0	28	20	54	22	40.7	13	9	229	75	32.8	55	20	
02 Middle & Other Managers	2016	2,995	1,365	45.6	38.9	1,165	200	117.2																
	2018	3,034	1,363	44.9	45.0	1,365	-2	99.8	1,263	482	38.2	568	-86	972	403	41.5	443	-40	1,273	507	39.8	580	-73	
03 Professionals	2016	3,663	1,835	50.1	49.7	1,821	14	100.8																
	2018	5,696	2,725	47.8	48.4	2,757	-32	98.8	4,360	1,931	44.3	2,110	-179	3,411	1,611	47.2	1,709	-98	2,380	1,060	44.5	1,192	-132	
04 Semi-Professionals & Technicians	2016	319	131	41.1	25.1	80	51	163.6																
	2018	221	86	38.9	39.3	87	-1	99.0	19	3	15.8	7	-4	226	93	41.2	93	0	119	44	37.0	49	-5	
05 Supervisors	2016	113	97	85.8	53.3	60	37	161.1																
	2018	89	76	85.4	86.4	77	-1	98.8	13	11	84.6	11	0	19	14	73.7	16	-2	38	31	81.6	33	-2	
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	

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	174	70	40.2	67	104.5	0.0	0.0	14	500.0	0.0	0.0		
	2021	174	70	40.2			28.0	143.7			28.0	143.7		
02 Middle & Other Managers	2018	2,235	885	39.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2,235	885	39.6			46.0	86.1			0.0	0.0		
03 Professionals	2018	7,771	3,542	45.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7,771	3,542	45.6			50.0	91.2			50.0	91.2		
04 Semi-Professionals & Technicians	2018	245	96	39.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	245	96	39.2			39.0	100.5			0.0	0.0		
05 Supervisors	2018	32	25	78.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	32	25	78.1			50.0	156.3			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

Deloitte LLP

[Date: 2018-01-18]

002647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2016	60	51	85.0	75.5	48	3	105.6																
		2018	514	393	76.5	75.5	388	5	101.3	574	430	74.9	433	-3	31	26	83.9	26	0	160	121	75.6	136	-15	
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	753	699	92.8	66.5	501	198	139.6																
		2018	618	563	91.1	91.1	563	0	100.0	116	98	84.5	106	-8	70	63	90.0	65	-2	257	238	92.6	239	-1	
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	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			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	605	456	75.4	0	0.0	23.0	327.7	0	0.0	0.0	0.0	
		2021	605	456	75.4			50.0	150.7			50.0	150.7	
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	186	161	86.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2021	186	161	86.6			50.0	173.1			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	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**

**Deloitte LLP**

**[Date: 2018-01-18]**

002648

<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			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	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	
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	8,815	4,397	49.9	44.5	3,923	474	112.1																	
	2018	10,985	5,398	49.1	0.0	0	5,398	0.0	6,465	3,003	46.5	0	3,003	4,783	2,232	46.7	2,386	-154	4,456	2,076	46.6	2,223	-147		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	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	11,248	5,235	46.5	67	7813.4	0.0	0.0	14	37392.9	0.0	0.0		
	2021	11,248	5,235	46.5			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Deloitte LLP**

**[Date: 2018-01-18]**

002649

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference									
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
01 Senior Managers	2016	912	1	0.1	2.9	26	-25	3.8																			
	2018	813	1	0.1	0.1	1	0	123.0							54	0	0.0	0	0					229	0	0.0	0
02 Middle & Other Managers	2016	2,995	20	0.7	2.2	66	-46	30.4																			
	2018	3,034	21	0.7	0.7	21	0	98.9	1,263	8	0.6	9	-1	972	9	0.9	6	3					1,273	7	0.5	9	-2
03 Professionals	2016	3,663	22	0.6	1.6	59	-37	37.5																			
	2018	5,696	28	0.5	0.5	28	0	98.3	4,360	19	0.4	22	-3	3,411	20	0.6	20	0					2,380	13	0.5	14	-1
04 Semi-Professionals & Technicians	2016	319	1	0.3	2.0	6	-5	15.7																			
	2018	221	0	0.0	1.9	4	-4	0.0	19	0	0.0	0	0	226	0	0.0	1	-1					119	1	0.8	0	1
05 Supervisors	2016	113	0	0.0	1.4	2	-2	0.0																			
	2018	89	0	0.0	1.5	1	-1	0.0	13	0	0.0	0	0	19	0	0.0	0	0					38	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

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			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	174	0	0.0	6	0.0	0.0	0.0	20	0.0	0.0	0.0		
	2021	174	0	0.0			1.4	0.0			0.0	0.0		
02 Middle & Other Managers	2018	2,235	17	0.8	21	81.0	0.0	0.0	34	50.0	0.0	0.0		
	2021	2,235	17	0.8			2.0	38.0			0.0	3042.5		
03 Professionals	2018	7,771	39	0.5	21	185.7	0.0	0.0	25	156.0	0.0	0.0		
	2021	7,771	39	0.5			1.5	33.5			0.0	3345.8		
04 Semi-Professionals & Technicians	2018	245	0	0.0	2	0.0	0.0	0.0	4	0.0	0.0	0.0		
	2021	245	0	0.0			3.0	0.0			0.0	0.0		
05 Supervisors	2018	32	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	32	0	0.0			1.0	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

Deloitte LLP

[Date: 2018-01-18]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	60	0	0.0	1.4	1	-1	0.0																	
	2018	514	2	0.4	0.4	2	0	97.3	574	2	0.3	2	0	31	0	0.0	0	0	0	160	0	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	753	3	0.4	2.1	16	-13	19.0																	
	2018	618	5	0.8	0.8	5	0	101.1	116	3	2.6	1	2	70	1	1.4	0	1	257	1	0.4	1	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	0	0	0.0	0.0	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			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2018	605	2	0.3	1	200.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	605	2	0.3			1.0	33.1			0.0	3305.8		
08 Skilled 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			0.0	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	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	186	4	2.2	6	66.7	0.0	0.0	9	44.4	0.0	0.0		
	2021	186	4	2.2			2.0	107.5			0.0	10752.7		
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	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**

**Deloitte LLP**

**[Date: 2018-01-18]**

<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			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#				
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	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	0	0	0.0	0	0	0	0	0.0	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	8,815	47	0.5	2.0	176	-129	26.7																	
	2018	10,985	57	0.5	0.0	0	57	0.0	6,465	32	0.5	0	32	4,783	30	0.6	26	4	4,456	22	0.5	24	-2		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
			Actual	Goal	Percent of Goal Met									
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	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	11,248	62	0.6	58	106.9	0.0	0.0	93	66.7	0.0	0.0		
	2021	11,248	62	0.6			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Deloitte LLP

[Date: 2018-01-18]

002652

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2016	3,907	21	0.5	4.3	168	-147	12.5																
	2018	3,847	17	0.4	0.5	19	-2	88.4	1,383	6	0.4	7	-1	1,026	7	0.7	6	1	1,502	9	0.6	8	1	
03 Professionals	2016	3,663	19	0.5	3.8	139	-120	13.7																
	2018	5,696	34	0.6	0.6	34	0	99.5	4,360	26	0.6	26	0	3,411	17	0.5	18	-1	2,380	10	0.4	12	-2	
04 Semi-Professionals & Technicians	2016	319	0	0.0	4.6	15	-15	0.0																
	2018	221	0	0.0	0.0	0	0	0.0	19	0	0.0	0	0	226	0	0.0	0	0	119	0	0.0	0	0	
05 Supervisors	2016	113	0	0.0	13.9	16	-16	0.0																
	2018	89	0	0.0	0.0	0	0	0.0	13	0	0.0	0	0	19	0	0.0	0	0	38	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	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	2,409	13	0.5	50	26.0	0.0	0.0	112	11.6	0.00	0.0		
	2021	2,409	13	0.5			3.0	18.0			0.04	1349.1		
03 Professionals	2018	7,771	43	0.6	46	93.5	0.0	0.0	88	48.9	0.00	0.0		
	2021	7,771	43	0.6			9.0	6.1			0.09	614.8		
04 Semi-Professionals & Technicians	2018	245	0	0.0	4	0.0	0.0	0.0	11	0.0	0.00	0.0		
	2021	245	0	0.0			10.0	0.0			0.10	0.0		
05 Supervisors	2018	32	0	0.0	5	0.0	0.0	0.0	12	0.0	0.00	0.0		
	2021	32	0	0.0			27.5	0.0			0.28	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Deloitte LLP

[Date: 2018-01-18]

002653

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	60	1	1.7	3.4	2	-1	49.0																
	2018	514	10	1.9	2.1	11	-1	92.6	574	9	1.6	12	-3	31	0	0.0	1	-1	160	1	0.6	3	-2	
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
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
10 Clerical Personnel	2016	753	10	1.3	7.0	53	-43	19.0																
	2018	618	7	1.1	1.1	7	0	103.0	116	0	0.0	1	-1	70	0	0.0	1	-1	257	3	1.2	3	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	
12 Semi-Skilled 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	

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	605	9	1.5	1	900.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	605	9	1.5			8.0	18.6			0.1	1859.5		
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	186	0	0.0	18	0.0	0.0	0.0	32	0.0	0.0	0.0		
	2021	186	0	0.0			8.0	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	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**

**Deloitte LLP**

**[Date: 2018-01-18]**

002654

<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	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
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	8,815	51	0.6	4.5	397	-346	12.9																
	2018	10,985	68	0.6	0.0	0	68	0.0	6,465	41	0.6	0	41	4,783	24	0.5	28	-4	4,456	23	0.5	26	-3	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	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	11,248	65	0.6	124	52.4	0.0	0.0	255	25.5	0.0	0.0		
	2021	11,248	65	0.6			0.0	0.0			0.0	0.0		



Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Deloitte LLP

[Date: 2018-01-18]

002655

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference					
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	912	79	8.7	10.1	92	-13	85.8																
	2018	813	86	10.6	10.6	86	0	99.8	120	19	15.8	13	6	54	8	14.8	5	3	229	15	6.6	20	-5	
02 Middle & Other Managers	2016	2,995	731	24.4	15.0	449	282	162.7																
	2018	3,034	753	24.8	25.5	774	-21	97.3	1,263	259	20.5	322	-63	972	249	25.6	237	12	1,273	239	18.8	311	-72	
03 Professionals	2016	3,663	1,223	33.4	25.7	941	282	129.9																
	2018	5,696	1,638	28.8	30.0	1,709	-71	95.9	4,360	1,037	23.8	1,308	-271	3,411	997	29.2	1,139	-142	2,380	626	26.3	795	-169	
04 Semi-Professionals & Technicians	2016	319	133	41.7	30.5	97	36	136.7																
	2018	221	94	42.5	42.9	95	-1	99.1	19	6	31.6	8	-2	226	101	44.7	94	7	119	46	38.7	50	-4	
05 Supervisors	2016	113	15	13.3	30.8	35	-20	43.1																
	2018	89	10	11.2	11.4	10	0	98.6	13	0	0.0	1	-1	19	5	26.3	3	2	38	5	13.2	5	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 (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			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2018	174	27	15.5	23	117.4	0.0	0.0	9	300.0	0.0	0.0		
	2021	174	27	15.5			10.0	155.2			0.1	15517.2		
02 Middle & Other Managers	2018	2,235	508	22.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2,235	508	22.7			25.0	90.9			0.3	9091.7		
03 Professionals	2018	7,771	2,034	26.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7,771	2,034	26.2			30.5	85.8			0.3	8581.7		
04 Semi-Professionals & Technicians	2018	245	107	43.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	245	107	43.7			42.0	104.0			0.4	10398.4		
05 Supervisors	2018	32	5	15.6	11	45.5	0.0	0.0	15	33.3	0.0	0.0		
	2021	32	5	15.6			11.0	142.0			0.1	14204.5		
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

Deloitte LLP

[Date: 2018-01-18]

002656

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	60	13	21.7	26.8	16	-3	80.8																	
	2018	514	134	26.1	28.0	144	-10	93.1	574	117	20.4	161	-44	31	10	32.3	7	3	160	5	3.1	35	-30		
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	753	138	18.3	25.6	193	-55	71.6																	
	2018	618	115	18.6	18.9	117	-2	98.5	116	17	14.7	22	-5	70	17	24.3	13	4	257	40	15.6	47	-7		
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	3	0.0	0	3	
12 Semi-Skilled 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	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			
#	#	%	%	#	%	%	#	%	%	%				
07 Administrative & Senior Clerical	2018	605	127	21.0	5	254.0	0.0	0.0	2	6350.0	0.0	0.0		
	2021	605	127	21.0			23.0	91.3			0.2	9126.8		
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	186	34	18.3	67	50.7	0.0	0.0	37	91.9	0.0	0.0		
	2021	186	34	18.3			17.0	107.5			0.2	10752.7		
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	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**

**Deloitte LLP**

**[Date: 2018-01-18]**

<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			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	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	0	0	0.0	0	0	0	0	0.0	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	8,815	2,332	26.5	20.7	1,825	507	127.8																	
	2018	10,985	2,830	25.8	0.0	0	2,830	0.0	6,465	1,455	22.5	0	1,455	4,783	1,387	29.0	1,265	122	4,456	979	22.0	1,179	-200		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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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	
#	#	%	%	#	%	%	%	#	%	%	%			
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	11,248	2,842	25.3	106	2681.1	0.0	0.0	63	4511.1	0.0	0.0		
	2021	11,248	2,842	25.3			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Deloitte LLP</b>
<b>[Date: 2018-01-18]</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):



**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.

N/A - continued growth and performance

- Any reorganization or other corporate structural changes.

N/A

- Acquisitions, mergers or transfers of employees.

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

N/a

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

N/A

- Other.

As context for the material attached, we wanted to share some important background about Deloitte's Inclusion and Diversity efforts over the past several years.  
  
Deloitte has been on a continued journey to advance representation of minority groups. To build an environment of inclusion and belonging, we think holistically about inclusion and ensure that it's

**Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Deloitte LTD.  
**Primary Location:** Toronto, Ontario

**Number of Employees:** 10985

- Ontario 6201
- Quebec 2322
- Alberta 1058
- British Columbia 798
- Manitoba 176
- Nova Scotia 147
- Saskatchewan 125
- New Brunswick 94
- Newfoundland and Labrador 64

**Organization Overview:**

Deloitte provides audit & assurance, consulting, financial advisory, risk advisory, tax and related services to public and private clients spanning multiple industries.

**Key Dates – First Year Assessment**

Initiated: 2016-04-01  
Received: 2016-06-20  
Closed: 2016-06-30  
Workforce Analysis: 2016-04-12

**Key Dates – Subsequent Assessment**

Initiated: 2018-08-30  
Received: 2019-04-15 (revised)  
Workforce Analysis: 2018-09-28

**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:

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

Yes  No

**Comments:**

The period reported on the Achievement report is 2016-04-12 to 2018-09-28. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS submitted by the employer on 2019-04-23. Due to a turnover at Deloitte, Labour Program was only able to reach their Employment Equity Division in late December. The employer had to retrieve all the data from the previous assessment and spent additional time on studying the goals of the Federal Contractors Program and the legislative obligations under this program. Deloitte also needed extensive step-by-step guidance in order to submit this report and get familiar with WEIMS and the Achievement Report instructions, as the persons involved with the reports at Deloitte LTD were new to this process.

**ASSESSMENT OF REASONABLE PROGRESS**

In the previous assessment, several gaps were found in different EEOG's in each designated group and in particular for Aboriginal Peoples, persons with disabilities, and members of visible minorities. In the previous assessment, short and long-term goals were set in numbers and percentage format. For the purpose of this assessment, goals are set in percentage format only.

***Women***

01	Senior Managers	Goal met (achieved 104.5%)
----	-----------------	----------------------------

**Assessment/Observations**

- All goals were met.

***Aboriginal Peoples***

01	Senior Managers	Goal not met (achieved 0%)
02	Middle & Other Managers	Goal met (achieved 81%)
03	Professionals	Goal met (achieved 185.7%)
04	Semi-Professionals & Technical Personnel	Goal not met (achieved 0%)
05	Supervisors	Goal not met (achieved 0%)
07	Administrative & Sr Clerical	Goal met (achieved 200%)
10	Clerical Personnel	Goal not met (achieved 66.7%)

**Assessment/Observations**

- EEOG 01: Out of the 174 new entrants in this EEOG, none was from this designated group. With an LMA rate of 2.9% at least five would have been expected.
- EEOG 04: Out of the 245 new entrants in this EEOG, none was from this designated group. With an LMA rate of 2% at least four would have been expected.



- EEOG 05: Out of the 32 new entrants in this EEOG, none was from this designated group. With an LMA rate of 1.4%, the goal was unattainable.
- EEOG 10: Out of the 186 new entrants in this EEOG, four were Aboriginal people. They did not meet their goal of hiring six, however, they hired above the LMA rate by hiring four people (three were expected given the LMA rate of 2.1%).

### ***Persons with Disabilities***

01/02	Managers	Goal not met (achieved 26%)
03	Professionals	Goal met (achieved 93.5%)
04	Semi-Professionals & Tech	Goal not met (achieved 0%)
05	Supervisors	Goal not met (achieved 0%)
07	Administrative & Sr Clerical	Goal met (achieved 900%)
10	Clerical Personnel	Goal not met (achieved 0%)

### Assessment/Observations

- EEOG 01 & 02: Out of 2,409 new entrants in this EEOG, 13 were persons with disabilities. With an LMA rate of 4.3% at least 103 would have been expected.
- EEOG 04: Out of 245 new entrants in this EEOG, none was a person with disabilities. With an LMA rate of 4.6 at least 11 would have been expected.
- EEOG 05: Out of 32 new entrants in this EEOG, none was a person with disabilities. With an LMA rate of 13.9% at least four would have been expected.
- EEOG 10: Out of 186 new entrants in this EEOG, none was a person with disabilities. With an LMA rate of 7.0%, at least 13 would have been expected.

### ***Members of Visible Minorities***

01	Senior Managers	Goal met (achieved 117.4%)
05	Supervisors	Goal not met (achieved 45.5%)
07	Administrative & Senior Clerical	Goal met (achieved 2,540%)
10	Clerical Personnel	Goal not met (achieved 50.7%)

### Assessment/Observations

- EEOG 05: Out of 32 new entrants in this EEOG, five were members of visible minorities. With an LMA rate of 30.8%, nine would have been expected.
- EEOG 10: Out of 186 new entrants in this EEOG, 34 were members of visible minorities. With an LMA rate of 25.6, 47 would have been expected.
- 

### **ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

- This assessment covers the data from 2016-04-12 to 2018-09-28 but started in January, 2019 as the previous Deloitte Employment Equity contacts were unreachable.
- During their initial assessment, the organization set 14 short-term goals.
- Six goals for EEOGs with pre-existing gaps were met (among them four goals were exceeded) and eight goals were not met (one was unattainable).

## ASSESSMENT OF CURRENT GOALS AND GAPS

- All short and long-term goals are set in percentage format, and at labour market availability as required.
- The goals are reduced to 50% for women only.

### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-32	27.6	28	23.6	27.6
03	Professionals	-134	50.0	50.0	47.8	50.2
07	Admin & Senior Clerical Personnel	-20	0	50.0	76.5	80.4

### Observations:

- Goals (short and long-term) were set at the LMA rate (below 50% for women)
- For Admin and Senior Clerical Personnel representation was at 76.5% and no goal was set.
- In addition, contractor has set goals for categories where no gaps currently exist. Those goals were not evaluated but discussed with the contractor to ensure a balance between men and women representation.

**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	#	%	%	%	%
01	Senior Managers	-25	3.2	3.2	0.1	3.2
02	Middle and Other Managers	-61	2.7	2.7	0.7	2.7
03	Professionals	-63	1.6	1.5	0.5	1.6
04	Semi-Professionals & Techs	-4	1.9	1.9	0	1.9
05	Supervisors	-1	1,5	1,5	0	1,5
07	Admin & Senior Clerical Personnel	--7	1.7	1.7	0.4	1.7
10	Clerical Personnel	-10	2.4	2.4	0.8	2.4

## Observations:

- Goals have been set appropriately at 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	-175	5.0	5.0	0.4	5.0
03	Professionals	-473	8.9	8.9	0.6	8.9
04	Semi-Professionals & Techs	-17	7.6	7.6	0	7.6
05	Supervisors	-24	27.5	27.5	0	27.5
07	Admin & Senior Clerical Personnel	-41	10.0	10.0	1.9	10.0
10	Clerical Personnel	-50	9.3	9.3	1.1	9.3

## Observations:

- There were gaps found in all six EEOGs and goals have been set at LMA for those three groups.

**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	#	%	%	%	%
01	Senior Managers	-7	11.5	11.5	10.6	11.5
03	Professionals	-99	30.5	30.5	28.8	30.5
05	Supervisors	-23	36.7	36.7	11.2	36.7
07	Admin & Clerical Personnel	-23	30.6	30.6	26.1	30.6
10	Clerical Personnel	-70	30.0	30.0	18.6	30.0

## Observations:

- There were gaps found in five EEOGs and goals have been set at LMA for those five groups.

## 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:

- Through their second compliance assessment, the employer has demonstrated some progress towards achieving employment equity in the workplace, especially with women and members of visible minorities.
- It is recommended that Deloitte Limited continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- It may be beneficial to develop relationships with Aboriginal associations and organizations to identify potential hires in this designated group.
- Partnerships with colleges, universities or other professional associations can also help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- We recommend Deloitte Limited maintain all files related to the FCP reporting as required by the *Employment Equity Regulations*. As per subsection 12(2) of the Regulations, records related to the workforce survey questionnaire, workforce analysis and employment equity plan/setting goals are kept for two years after the period covered by the goals to which the records relate.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Olga Arnaoudova**

**Date: May 3, 2019**



**From:** Arnaoudova, Olga O [NC] On Behalf Of EE-EME

**Sent:** June 6, 2019 3:09 PM

**To:** 'nkraay@deloitte.ca' <nkraay@deloitte.ca>

**Cc:** 'rubhalla@deloitte.ca' <rubhalla@deloitte.ca>; Lo, Johnson (CA - Toronto) (johnslo@deloitte.ca) <johnslo@deloitte.ca>

**Subject:** Government of Canada Agreement Number: V060476 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Norma Kraay:

I am writing to inform you that the subsequent compliance assessment initiated on August 30, 2018 has been completed. As a result of the assessment, Deloitte LLP 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 Deloitte LLP's employment equity program.

- Through their second compliance assessment, the employer has demonstrated some progress towards achieving employment equity in the workplace, especially with women and members of visible minorities.
- We recommend Deloitte Limited maintain all files related to the FCP reporting as required by the Employment Equity Regulations. As per subsection 12(2) of the Regulations, records related to the workforce survey questionnaire, workforce analysis and employment equity plan/setting goals are kept for two years after the period covered by the goals to which the records relate.
- It is recommended that Deloitte Limited continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- It may be beneficial to develop relationships with Aboriginal associations and organizations to identify potential hires in this designated group.
- Partnerships with colleges, universities or other professional associations can also help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

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 2021-08-30. 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, Deloitte LLP 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@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Deloitte LLP 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@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca)



Restez à jour! Obtenez un aperçu de tous les changements législatifs et réglementaires en cours.  
Stay up to date! Get overview to all the legislative and regulatory changes underway.

**From:** Arnaoudova, Olga O [NC] **On Behalf Of** EE-EME  
**Sent:** April 2, 2019 8:38 AM  
**To:** Bhalla, Ruchika (CA - Toronto) (rubhalla@deloitte.ca) <rubhalla@deloitte.ca>  
**Cc:** Lo, Johnson (CA - Toronto) (johnslo@deloitte.ca) <johnslo@deloitte.ca>  
**Subject:** FW: Final Deloitte Submission to ESDC

Good morning

I am also attaching the detailed WFA Report.

Regards,

Olga

**From:** Bhalla, Ruchika <rubhalla@deloitte.ca>  
**Sent:** 2019-04-01 3:52 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>; EE-EME <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)>  
**Cc:** Lo, Johnson <[johnslo@deloitte.ca](mailto:johnslo@deloitte.ca)>  
**Subject:** Final Deloitte Submission to ESDC

Hello,

Please find the updated materials as requested attached. However, I tried to email to [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca) and am receiving a notice that the email address is no longer valid.

Please confirm.

Thanks,  
Ruchika

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** Monday, April 1, 2019 1:50 PM  
**To:** Bhalla, Ruchika <[rubhalla@deloitte.ca](mailto:rubhalla@deloitte.ca)>  
**Cc:** Lo, Johnson <[johnslo@deloitte.ca](mailto:johnslo@deloitte.ca)>  
**Subject:** [EXT] RE: Deloitte ESDC submission

Good afternoon Ruchika,

For the final submission please note the following:

1. Goals for Women cannot exceed 50% regardless of Labour availability rates (e.g. if it is 86.6%, you need to enter 50%). This is to ensure fair distribution of both men and women in the workforce. Please revise Table 9, Goals tab, accordingly.
2. Please try to incorporate your background information narrative (included on the email below) into the Efforts Section as much as possible. If the fields for the optional comments are not large enough, please place your background info at the bottom of that section.
3. Please submit the following documentation as attachments to the following email: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).



- **Workforce Analysis** – a copy of your current Summary Report and Detailed Report (downloadable from WEIMS)
- **Forms 1 to 6** – a copy of your Forms 1 to 6 at the national level (downloadable from WEIMS)
- **Achievement Report (this document!)** – a completed Achievement Report file in Excel format that includes your numerical short-term and long-term goals and efforts made to implement the FCP.

This way the entire submission can be easily located in your Documents.

Answering your question, 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 2021-08-30. This will be communicated to you in the official closing letter which will be sent to Deloitte upon completion of your submissions' review.

We look forward to receiving your final submission.

Regards,

*Olga Arnaoudova*

Program Officer | Agente de programme  
*Direction de l'équité en milieu de travail, Programme du travail*  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone: 819-654-5349  
*Workplace Equity Division, Labour Program*  
Employment and Social Development Canada | Government of Canada  
Telephone: 819-654-5349



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[Stay up to date!](#) Get overview to all the legislative and regulatory changes underway.

**From:** Bhalla, Ruchika <[rubhalla@deloitte.ca](mailto:rubhalla@deloitte.ca)>  
**Sent:** 2019-04-01 1:29 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Cc:** Lo, Johnson <[johnslo@deloitte.ca](mailto:johnslo@deloitte.ca)>  
**Subject:** Deloitte ESDC submission

Dear Olga,

We have now completed our Achievement report. This has been reviewed and approved internally and is attached.

A few final questions:

- Could you please advise if anything needs to be changed / uploaded on the WEIMS or is this email & attachment sufficient as handover of this material?
- Secondly, could you please let us know when the next Achievement Report will be expected to be completed? This will be useful for work planning purposes.

As context for the material attached, we wanted to share some important background about Deloitte's Inclusion and Diversity efforts over the past several years.

Deloitte has been on a continued journey to advance representation of minority groups. To build an environment of inclusion and belonging, we think holistically about inclusion and ensure that it's deeply embedded in how we attract, engage, and develop talent. We're dedicated to accelerating the development of inclusive and diverse leaders through strong sponsorship programs and the continued evolution of a bias-free meritocracy.

The firm created the Chief Diversity Officer role in 2008, a role which has since evolved into the Chief Inclusion Officer which our Managing Partner and Chief Executive, Frank Vettese currently holds.. In addition, several of our service areas have appointed inclusion leaders and champions to drive change and advance efforts across the firm. Frank has been a strong champion for diversity and inclusion at Deloitte, and oversees the development and execution of the firm's inclusion strategy in collaboration with our Inclusion Advisory Council.

Recently, we refreshed our strategy and outlined three strategic pillars to underscore our vision to "Do Business Inclusively". These are:

1. Building an Inclusive Environment: Ensuring our systems, processes and operations are inclusive
2. Leading and Behaving Inclusively: Adopting and encouraging inclusive leader characteristics of curiosity, cognizance, courage, cultural intelligence, collaboration and commitment
3. Advancing Inclusion in the Marketplace: Embedding inclusion in our market strategy, and leading the dialogue on inclusion in external forums and with our clients

Deloitte's executive team is accountable for advancing diversity and inclusion within the firm. One way the team promotes this is by ensuring our new partner admissions are increasingly diverse each year, including building the representation of women and visible minorities. The leadership team is also accountable for driving inclusion within their respective areas of responsibility and are as accountable for inclusion goals as to others (e.g. financial growth).

To further our inclusion journey we have taken action in a number of different ways. Below are simply a few examples;

- 1) We have replaced Employee Engagement surveys with Inclusion surveys to measure our people's perceptions of inclusion and diversity at the firm. This insight helps identify targeted interventions, strategies and solutions to further our journey of inclusion.
- 2) We have invested in learning opportunities for our people around unconscious biases and have mandated an inclusion leadership workshop for all of our Partners. This workshop facilitates candid group discussions using real situations that have occurred in our workplace in the past.
- 3) At the grass-roots level, Employee Resource Groups (ERGs) have been in place for many years at Deloitte. These self-governing communities serve many diverse constituencies and focus on maximizing the potential of diverse talent at the firm. With the success of our ERGs we continue to have new groups forming and getting engaged – our most recent one being for new comers to Canada.
- 4) We believe that to truly make an impact that matters with respect to inclusion, we must play a leadership role in the marketplace as well. To that end we have partnered with key organizations with mandates in diversity and inclusion, and are currently working hand-in-hand with them to advance the dialogue around inclusion in Canada. For example we partnered with CNIB and Ready, Willing and Able in the hiring of people with disabilities and ensuring their meaningful participation and inclusion in the workforce.

Finally, at Deloitte we continue to have an impact in the marketplace by developing thought leadership on inclusion, embedding inclusion in our market strategy and leading the dialogue on inclusion in external forums and with our

clients. In addition, we continue to foster deep relationships with a cross-section of inclusion-related organizations to advance our thinking on inclusion and advocate for meaningful and timely progress.

We look forward to advancing our vision of Doing Business Inclusively both within the firm and externally.

If you have any questions about the attached materials please let us know.

Thanks,  
Ruchika

**Ruchika Bhalla**

Senior Manager, Inclusion  
Deloitte  
Bay Adelaide East  
8 Adelaide Street West Suite 200  
Toronto ON M5H 0A9

416-859-4984  
[rubhalla@deloitte.ca](mailto:rubhalla@deloitte.ca)

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