Human Resources
Développement des ressources
humaines Canada

Labour Branch
Direction générale du travail

Federal Contractors
Programme de contrats fédéraux

OFFICIAL USE ONLY CERTIFICATE NO.

Certificate of Commitment to Implement Employment Equity

Telephore 416-229-4646 Email cfmarsden@dillon.ca CERTIFICATI above-named organization: having a workforce of 100 or more permanent full-time and intending to bid on, or being in receipt of, a Government of \$1,000,000.00 or more, by certifies its commitment to implement and/or renew its commentationed contract, in keeping with the Criteria for Implement alloyment Equity. SIGNATORY FE: If the person who signs this certificate on behalf of Executive Officer, it is understood that they hold a implement Employment Equity in the organizat (print)	Total no. employees in (Full-Time/Part-Time) onto -4646	Province ON Fax 416-229-46	Postal Code M2J 4Y8
of Industry (sector, purpose, etc.) sulting Engineers, Planners and Environmental Scientists HEAD OFFIC Sis (street, building, etc.) (orkland Boulevard, Suite 800 EMPLOYMENT EQUIT Catherine Marsden 416-229-4646 Email cfmarsden@dillon.ca CERTIFICATI above-named organization: • having a workforce of 100 or more permanent full-time and intending to bid on, or being in receipt of, a Government of \$1,000,000.00 or more, by certifies its commitment to implement and/or renew its commentationed contract, in keeping with the Criteria for Implement loyment Equity. SIGNATOR: EXECUTIVE CATION OF THE CONTRACT OF T	Total no. employees in C (Full-Time/Part-Time) onto -4646 CONTACT	Canada	Postal Code M2J 4Y8
### HEAD OFFICE ### Southing Engineers, Planners and Environmental Scientists #### HEAD OFFICE ### To City Telephoe ### Catherine Marsden ### Catherine Marsden ### Catherine Marsden ### Title ### Catherine Marsden ### Catherine Marsden ### Al6-229-4646 ### Catherine Marsden ### Catherine Marsden ### Al6-229-4646 ### Catherine Marsden ### Catherine Marsden ### Catherine Marsden ### Al6-229-4646 ### Catherine Marsden	(Full-Time/Part-Time) conto conto conto conto conto conto	Province ON Fax 416-229-46	Postal Code M2J 4Y8
### AD OFFICE ### Corkland Boulevard, Suite 800 ### EMPLOYMENT EQUIT **Catherine Marsden** **Catherine Marsden** **Catherine Marsden** **Annone** **Al6-229-4646** **Catherine Marsden** **Al6-229-4646** **Catherine Marsden** **Al6-229-4646** **Catherine Marsden** **Catherine Marsden** **Al6-229-4646** **Catherine Marsden**	onto e-4646 CONTACT	Province ON Fax 416-229-46	Postal Code M2J 4Y8
City To Telepho (16-229-4646) Catherine Marsden Title Marsden Anone 416-229-4646 Anone above-named organization: Anone intending to bid on, or being in receipt of, a Government of \$1,000,000.00 or more, by certifies its commitment to implement and/or renew its commendationed contract, in keeping with the Criteria for Implement Equity. SIGNATORY FE: If the person who signs this certificate on behalf of Executive Officer, it is understood that they hold a implement Employment Equity in the organizate (print) Gary J. Komar	onto e-4646 CONTACT	ON Fax 416-229-46	M2J 4Y8
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Catherine Marsden none 416-229-4646 Email cfmarsden@dillon.ca CERTIFICATI above-named organization: • having a workforce of 100 or more permanent full-time and intending to bid on, or being in receipt of, a Government of \$1,000,000.00 or more, by certifies its commitment to implement and/or renew its commentationed contract, in keeping with the Criteria for Implement loyment Equity. SIGNATORY TE: If the person who signs this certificate on behalf of Executive Officer, it is understood that they hold a implement Employment Equity in the organization of the complement Employment Equity in the organization.	nager, Policies, Programs & S	Staffing	
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FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2016-04-27 to 2019-01-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

	i	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	394	1	0	395
Nova Scotia	54	1	0	55
New Brunswick	67	0	0	67
Manitoba	85	0	0	85
British Columbia	33	0	0	33
Saskatchewan	7	0	0	7
Alberta	38	0	0	38
Newfoundland and Labrador	12	0	0	12
Northwest Territories	12	0	0	12
Total Employees in Can	ada			704

	Cei	nsus Metropolita	ın Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	38	0	0	38
Halifax	43	1	0	44
Toronto	119	0	0	119
Vancouver	33	0	0	33
Winnipeg	85	0	0	85
St. John's	12	0	0	12
Saint John	32	0	0	32
Ottawa - Gatineau	29	0	0	29
Kitchener - Cambridge - Waterloo	44	0	0	44
London	131	1	0	132
Windsor	55	0	0	55
Saskatoon	7	0	0	7
N.B. less CMA	35	0	0	35
N.S. less CMA	. 11	0	0	11
N.W.T.	12	0	0	12
Ont. less CMA	As 16	0	0	16



Form 1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-04-27 to 2019-01-31

Total Employees in Canada

704



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Occupational Group		Д	II Employees	5	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	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
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	12	9	3									
	Total	12	9	3									
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	45	35	10	1	1					2	2	
	Total	45	35	10	1	1					2	2	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	423	268	155	5	3	2	9	5	4	51	32	19
	Total	423	268	155	5	3	2	9	5	4	51	32	19
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	143	104	39	2		2	4	4		11	11	
	Total	143	104	39	2		2	4	4		11	11	

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Dillon Consulting Limited (certificate # V060409)

Occupational Group		F	All Employees	5	Ab	original Peor	oles	Perso	ns with Disal	bilities	Members	s of Visible M	linorities
Salary Range Col. 1	QTR	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
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5		5							1		1
	Total	5		5							1		1
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	38		38				1		1	4		4
	Total	38		38				1		1	4		4
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	36	2	34	1		1	1		1	4		4
	Total	36	2	34	1		1	1		1	4		2
Total Number of Employees	-	702	418	284	9	4	5	15	9	6	73	45	28

002758

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Occupational Group		,	All Employee	s	Ab	original Peor	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1							1		1
	Total	1		1							1		1
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1				1		1			
	Total	1		1				1		1			
Total Number of Employees		2		2				1		1	1		1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	lities	Membe	rs of Visible Mi	norities
Salary Range	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
Under \$15,000	702	418	284	9	4	5	15	9	6	73	45	28
Total Number of Employees	702	418	284	9	4	5	15	9	6	73	45	28

002760

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	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
Under \$5,000	2		2				1		1	1		1
Total Number of Employees	2		2				1		1	1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

		All Employees		Ak	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1	1								1	1	
Middle and Other Managers	5	3	2									
Professionals	250	150	100	5	3	2	5	3	2	35	20	15
Semi-Professionals and Technicians	56	37	19				2	2		7	4	3
Administrative and Senior Clerical Personnel	19	1	18							3	1	2
Clerical Personnel	12		12	1		1				1		1
Total Number of Employees Hired	343	192	151	6	3	3	7	5	2	47	26	21

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

				sporting r cho								
	Employe	ees promoted (Employees pro	moted during t	he year are to	be reported on	ly in the occup	ational groups	in which or to	which they have	been last pro	moted.)
O a sum a ti a ma l O ma um		All Employees		Ab	original Peopl	es	Pers	ons with Disat	oilities	Member	s of Visible Mi	norities
Occupational Group	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	6	3	3									
Middle and Other Managers	30	23	7	1	1					1	1	
Professionals	31	20	11							2	1	1
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	3		3									
Total Number of Employees Promoted	71	47	24	1	1					3	2	1
Total Number of Promotions	71	47	24	1	1					3	2	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

				-		10 20 10 0 1 0 1						
		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	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	5	3	2							2	1	1
Middle and Other Managers	5	2	3									
Professionals	125	70	55	1	1					17	12	5
Semi-Professionals and Technicians	36	25	11	1	1		1	1		7	3	4
Administrative and Senior Clerical Personnel	16	1	15	1		1				3	1	2
Clerical Personnel	12	1	11	1		1	1		1	1	1	
Total Number of Employees Terminated	199	102	97	4	2	2	2	1	1	30	18	12

Workforce Analysis - Detailed Report

Date: 2019-01-31

					Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avai %	ilability #	Gap #	Recruitment Area
01 : Senior Managers	National	12	3	25.0 %	27.6 %	3	0	National
02 : Middle and Other Managers	National	46	11	23.9 %	39.4 %	18	-7	National
03 : Professionals		423	155	36.6 %	29.8 %	126	29	
1111 : Financial auditors and accountants	National	1	1	100.0 %	56.0 %	1	0	National
1112 : Financial and investment analysts	National	3	2	66.7 %	44.9 %	1	1	National
1121 : Human resources professionals	National	3	3	100.0 %	73.2 %	2	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	5	100.0 %	66.6 %	3	2	National
2113 : Geoscientists and oceanographers	National	20	7	35.0 %	24.0 %	5	2	National
2121 : Biologists and related scientists	National	73	35	47.9 %	52.8 %	39	-4	National
2131 : Civil engineers	National	223	64	28.7 %	17.7 %	39	25	National
2132 : Mechanical engineers	National	4	0	0.0 %	9.5 %	0	0	National
2133 : Electrical and electronics engineers	National	10	1	10.0 %	10.7 %	1	0	National
2134 : Chemical engineers	National	2	1	50.0 %	26.8 %	1	0	National
2144 : Geological engineers	National	2	2	100.0 %	18.1 %	0	2	National
2151 : Architects	National	1	0	0.0 %	32.4 %	0	0	National
2152 : Landscape architects	National	7	5	71.4 %	45.5 %	3	2	National
2153 : Urban and land use planners	National	64	26	40.6 %	44.0 %	28	-2	National
2174 : Computer programmers and interactive media developers	National	2	1	50.0 %	16.6 %	0	1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	1	100.0 %	45.4 %	0	1	National
1162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	43.8 %	0	0	National
164 : Social policy researchers, consultants and program officers	National	1	1	100.0 %	66.4 %	1	0	National
4 : Semi-Professionals and Technicians		143	39	27.3 %	19.7 %	28	11	
2212 : Geological and mineral technologists and technicians	Manitoba	1	0	0.0 %	32.5 %	0	0	Manitoba
2212 : Geological and mineral technologists and technicians	Nova Scotia	2	1	50.0 %	9.1 %	0	1	Nova Scotia



Workforce Analysis - Detailed Report

Date: 2019-01-31

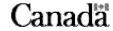
		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2212 : Geological and mineral technologists and technicians	Ontario	3	2	66.7 %	20.7 %	1	1	Ontario
2221 : Biological technologists and technicians	British Columbia	1	0	0.0 %	49.9 %	0	0	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	2	100.0 %	53.4 %	1	1	Manitoba
2221 : Biological technologists and technicians	New Brunswick	1	0	0.0 %	48.7 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Alberta	4	3	75.0 %	18.1 %	1	2	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	3	1	33.3 %	21.8 %	1	0	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	19	5	26.3 %	14.1 %	3	2	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	9	4	44.4 %	12.0 %	1	3	New Brunswick
2231 : Civil engineering technologists and technicians	Northwest Territories	1	1	100.0 %	0.0 %	0	1	Northwest Territories
2231 : Civil engineering technologists and technicians	Nova Scotia	5	3	60.0 %	12.3 %	1	2	Nova Scotia
2231 : Civil engineering technologists and technicians	Ontario	34	5	14.7 %	14.9 %	5	0	Ontario
2231 : Civil engineering technologists and technicians	Saskatchewan	1	0	0.0 %	18.5 %	0	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	9.1 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	1	0	0.0 %	7.0 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	1	50.0 %	11.0 %	0	1	Ontario
2251 : Architectural technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	30.0 %	0	0	Newfoundland and
2251 : Architectural technologists and technicians	Ontario	3	0	0.0 %	29.8 %	1	-1	Ontario
2253 : Drafting technologists and technicians	Manitoba	5	0	0.0 %	17.0 %	1	-1	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	2	0	0.0 %	28.4 %	1	-1	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	29.0 %	0	0	Newfoundland and
2253 : Drafting technologists and technicians	Northwest Territories	1	0	0.0 %	0.0 %	0	0	Northwest Territories
2253 : Drafting technologists and technicians	Nova Scotia	3	2	66.7 %	22.3 %	1	1	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	8	3	37.5 %	29.2 %	2	1	Ontario
2254 : Land survey technologists and technicians	Ontario	2	0	0.0 %	11.2 %	0	0	Ontario



Workforce Analysis - Detailed Report

Date: 2019-01-31

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2255 : Technical occupations in geomatics and meteorology	British Columbia	1	0	0.0 %	35.9 %	0	0	British Columbia
2255 : Technical occupations in geomatics and meteorology	New Brunswick	2	1	50.0 %	34.7 %	1	0	New Brunswick
2255 : Technical occupations in geomatics and meteorology	Nova Scotia	1	0	0.0 %	30.2 %	0	0	Nova Scotia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	2	40.0 %	35.8 %	2	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Saskatchewan	1	0	0.0 %	20.4 %	0	0	Saskatchewan
2264 : Construction inspectors	Manitoba	1	0	0.0 %	16.5 %	0	0	Manitoba
2264 : Construction inspectors	Ontario	5	0	0.0 %	12.5 %	1	-1	Ontario
2282 : User support technicians	Ontario	8	2	25.0 %	23.9 %	2	0	Ontario
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	82.5 %	1	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	50.0 %	1	-1	Ontario
05 : Supervisors		5	5	100.0 %	56.2 %	3	2	
Employment Equity Occupational Group	London	2	2	100.0 %	57.5 %	1	1	London
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	61.6 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	51.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	52.5 %	1	0	Vancouver
07 : Administrative and Senior Clerical Personnel		39	39	100.0 %	81.6 %	32	7	
Employment Equity Occupational Group	Calgary	2	2	100.0 %	81.2 %	2	0	Calgary
Employment Equity Occupational Group	Halifax	2	2	100.0 %	80.9 %	2	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	2	100.0 %	82.1 %	2	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	4	100.0 %	82.8 %	3	1	London
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	85.7 %	1	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	1	100.0 %	86.8 %	1	0	N.S. less CMA
Employment Equity Occupational Group	N.W.T.	1	1	100.0 %	80.9 %	1	0	N.W.T.
Employment Equity Occupational Group	Ont. less CMAs	2	2	100.0 %	86.8 %	2	0	Ont. less CMAs



Workforce Analysis - Detailed Report

Date: 2019-01-31

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	76.8 %	1	0	Ottawa - Gatineau
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	St. John's	2	2	100.0 %	83.2 %	2	0	St. John's
Employment Equity Occupational Group	Toronto	8	8	100.0 %	79.1 %	6	2	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	78.9 %	1	0	Vancouver
Employment Equity Occupational Group	Windsor	5	5	100.0 %	80.5 %	4	1	Windsor
Employment Equity Occupational Group	Winnipeg	5	5	100.0 %	82.0 %	4	1	Winnipeg
10 : Clerical Personnel		36	34	94.4 %	69.3 %	25	9	
Employment Equity Occupational Group	Halifax	2	2	100.0 %	69.7 %	1	1	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	1	100.0 %	69.6 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	15	13	86.7 %	69.9 %	10	3	London
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	1	1	100.0 %	73.9 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	65.7 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	1	100.0 %	70.5 %	1	0	Saint John
Employment Equity Occupational Group	St. John's	1	1	100.0 %	71.4 %	1	0	St. John's
Employment Equity Occupational Group	Toronto	5	5	100.0 %	65.5 %	3	2	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	70.6 %	1	0	Vancouver
Employment Equity Occupational Group	Windsor	2	2	100.0 %	72.1 %	1	1	Windsor
Employment Equity Occupational Group	Winnipeg	5	5	100.0 %	68.3 %	3	2	Winnipeg



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Women

Employment Equity Occupational Group							
	Internal Location	All Employees	Representation	n Ava	ailability	Gap	Recruitment Area
		#	#	% %	#	#	
Total		704	286 40.6	% 33.4 %	235	51	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	12	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	46	1	2.2 %	2.7 %	1	0	National
03 : Professionals		423	5	1.2 %	1.7 %	7	-2	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1112 : Financial and investment analysts	National	3	0	0.0 %	0.8 %	0	0	National
1121 : Human resources professionals	National	3	0	0.0 %	3.1 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	0	0.0 %	2.1 %	0	0	National
2113 : Geoscientists and oceanographers	National	20	0	0.0 %	2.0 %	0	0	National
2121 : Biologists and related scientists	National	73	1	1.4 %	1.8 %	1	0	National
2131 : Civil engineers	National	223	2	0.9 %	1.4 %	3	-1	National
2132 : Mechanical engineers	National	4	0	0.0 %	1.0 %	0	0	National
2133 : Electrical and electronics engineers	National	10	0	0.0 %	1.0 %	0	0	National
2134 : Chemical engineers	National	2	0	0.0 %	0.8 %	0	0	National
2144 : Geological engineers	National	2	0	0.0 %	0.9 %	0	0	National
2151 : Architects	National	1	0	0.0 %	0.7 %	0	0	National
2152 : Landscape architects	National	7	0	0.0 %	1.1 %	0	0	National
2153 : Urban and land use planners	National	64	2	3.1 %	2.8 %	2	0	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	1.1 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	2.9 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	1.8 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	6.3 %	0	0	National
04 : Semi-Professionals and Technicians		143	2	1.4 %	4.3 %	6	-4	
2212 : Geological and mineral technologists and technicians	Manitoba	1	0	0.0 %	10.0 %	0	0	Manitoba
2212 : Geological and mineral technologists and technicians	Nova Scotia	2	1	50.0 %	6.1 %	0	1	Nova Scotia



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Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2212 : Geological and mineral technologists and technicians	Ontario	3	0	0.0 %	6.1 %	0	0	Ontario
2221 : Biological technologists and technicians	British Columbia	1	0	0.0 %	9.4 %	0	0	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	1	50.0 %	9.3 %	0	1	Manitoba
2221 : Biological technologists and technicians	New Brunswick	1	0	0.0 %	5.1 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Alberta	4	0	0.0 %	2.8 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	3	0	0.0 %	3.9 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	19	0	0.0 %	10.3 %	2	-2	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	9	0	0.0 %	2.3 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Northwest Territories	1	0	0.0 %	50.0 %	1	-1	Northwest Territories
2231 : Civil engineering technologists and technicians	Nova Scotia	5	0	0.0 %	4.9 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	Ontario	34	0	0.0 %	1.9 %	1	-1	Ontario
2231 : Civil engineering technologists and technicians	Saskatchewan	1	0	0.0 %	4.6 %	0	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	1.7 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	1	0	0.0 %	10.0 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	1.7 %	0	0	Ontario
2251 : Architectural technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and
2251 : Architectural technologists and technicians	Ontario	3	0	0.0 %	1.0 %	0	0	Ontario
2253 : Drafting technologists and technicians	Manitoba	5	0	0.0 %	4.1 %	0	0	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	2	0	0.0 %	2.7 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	3.2 %	0	0	Newfoundland and
2253 : Drafting technologists and technicians	Northwest Territories	1	0	0.0 %	0.0 %	0	0	Northwest Territories
2253 : Drafting technologists and technicians	Nova Scotia	3	0	0.0 %	2.5 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	8	0	0.0 %	1.8 %	0	0	Ontario
2254 : Land survey technologists and technicians	Ontario	2	0	0.0 %	2.2 %	0	0	Ontario



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			Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availa %	ability #	Gap #	Recruitment Area	
2255 : Technical occupations in geomatics and meteorology	British Columbia	1	0	0.0 %	3.1 %	0	0	British Columbia	
2255 : Technical occupations in geomatics and meteorology	New Brunswick	2	0	0.0 %	4.1 %	0	0	New Brunswick	
2255 : Technical occupations in geomatics and meteorology	Nova Scotia	1	0	0.0 %	6.3 %	0	0	Nova Scotia	
2255 : Technical occupations in geomatics and meteorology	Ontario	5	0	0.0 %	2.3 %	0	0	Ontario	
2255 : Technical occupations in geomatics and meteorology	Saskatchewan	1	0	0.0 %	5.6 %	0	0	Saskatchewan	
2264 : Construction inspectors	Manitoba	1	0	0.0 %	16.5 %	0	0	Manitoba	
2264 : Construction inspectors	Ontario	5	0	0.0 %	2.4 %	0	0	Ontario	
2282 : User support technicians	Ontario	8	0	0.0 %	1.3 %	0	0	Ontario	
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	1.9 %	0	0	Ontario	
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario	
05 : Supervisors		5	0	0.0 %	3.7 %	0	0		
Employment Equity Occupational Group	London	2	0	0.0 %	3.1 %	0	0	London	
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	6.2 %	0	0	Ont. less CMAs	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.7 %	0	0	Vancouver	
07 : Administrative and Senior Clerical Personnel		39	0	0.0 %	4.3 %	2	-2		
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.9 %	0	0	Calgary	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	4.0 %	0	0	Halifax	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge	
Employment Equity Occupational Group	London	4	0	0.0 %	1.6 %	0	0	London	
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.3 %	0	0	N.B. less CMA	
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	5.0 %	0	0	N.S. less CMA	
Employment Equity Occupational Group	N.W.T.	1	0	0.0 %	41.1 %	0	0	N.W.T.	
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	5.7 %	0	0	Ont. less CMAs	
Employment Equity Occupational Group	OIII. 1033 OIVIAS	2	U	0.0 /0	0.7 /0	U	U	OHL 1000 ONIA	



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		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	ability	Gap	Recruitment Area	
		#	#	%	%	#	#		
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau	
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	St. John's	2	0	0.0 %	2.9 %	0	0	St. John's	
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.8 %	0	0	Toronto	
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.1 %	0	0	Vancouver	
Employment Equity Occupational Group	Windsor	5	0	0.0 %	2.6 %	0	0	Windsor	
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	9.2 %	0	0	Winnipeg	
10 : Clerical Personnel		36	1	2.8 %	3.6 %	1	0		
Employment Equity Occupational Group	Halifax	2	0	0.0 %	3.9 %	0	0	Halifax	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	2.1 %	0	0	Kitchener - Cambridge	
Employment Equity Occupational Group	London	15	0	0.0 %	2.2 %	0	0	London	
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	1	0	0.0 %	6.4 %	0	0	Ont. less CMAs	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.5 %	0	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.2 %	0	0	Saint John	
Employment Equity Occupational Group	St. John's	1	0	0.0 %	3.0 %	0	0	St. John's	
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0	Toronto	
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.7 %	0	0	Vancouver	
Employment Equity Occupational Group	Windsor	2	0	0.0 %	1.8 %	0	0	Windsor	
Employment Equity Occupational Group	Winnipeg	5	1	20.0 %	11.4 %	1	0	Winnipeg	



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Aboriginal Peoples

Employment Equity Occupational Group		Aboriginal Peoples								
	Internal Location	All Employees	Repres	Representation Availability				Recruitment Area		
		#	#	%	%	#	#			
Total		704	9	1.3 %	2.6 %	17	-8			

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		-	Зар	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	12	0	0.0 %	11.5 %	1	-1	National
02 : Middle and Other Managers	National	46	3	6.5 %	17.6 %	8	-5	National
03 : Professionals		423	51	12.1 %	24.9 %	105	-54	
1111 : Financial auditors and accountants	National	1	0	0.0 %	32.3 %	0	0	National
1112 : Financial and investment analysts	National	3	1	33.3 %	37.8 %	1	0	National
1121 : Human resources professionals	National	3	2	66.7 %	16.7 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	0	0.0 %	18.8 %	1	-1	National
2113 : Geoscientists and oceanographers	National	20	2	10.0 %	13.3 %	3	-1	National
2121 : Biologists and related scientists	National	73	4	5.5 %	20.7 %	15	-11	National
2131 : Civil engineers	National	223	29	13.0 %	30.0 %	67	-38	National
2132 : Mechanical engineers	National	4	1	25.0 %	30.7 %	1	0	National
2133 : Electrical and electronics engineers	National	10	1	10.0 %	39.6 %	4	-3	National
2134 : Chemical engineers	National	2	0	0.0 %	39.0 %	1	-1	National
2144 : Geological engineers	National	2	0	0.0 %	21.7 %	0	0	National
2151 : Architects	National	1	0	0.0 %	26.4 %	0	0	National
2152 : Landscape architects	National	7	0	0.0 %	10.1 %	1	-1	National
2153 : Urban and land use planners	National	64	10	15.6 %	14.1 %	9	1	National
2174 : Computer programmers and interactive media developers	National	2	1	50.0 %	34.2 %	1	0	National
1161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	15.0 %	0	0	National
1162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	30.4 %	0	0	National
1164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	21.6 %	0	0	National
04 : Semi-Professionals and Technicians		143	11	7.7 %	19.1 %	27	-16	
2212 : Geological and mineral technologists and technicians	Manitoba	1	0	0.0 %	12.5 %	0	0	Manitoba
2212 : Geological and mineral technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia



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Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2212 : Geological and mineral technologists and technicians	Ontario	3	0	0.0 %	11.3 %	0	0	Ontario
2221 : Biological technologists and technicians	British Columbia	1	0	0.0 %	24.0 %	0	0	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	0	0.0 %	14.4 %	0	0	Manitoba
2221 : Biological technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Alberta	4	0	0.0 %	28.3 %	1	-1	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	3	0	0.0 %	20.2 %	1	-1	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	19	0	0.0 %	17.3 %	3	-3	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	9	0	0.0 %	1.1 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Northwest Territories	1	0	0.0 %	0.0 %	0	0	Northwest Territories
2231 : Civil engineering technologists and technicians	Nova Scotia	5	0	0.0 %	6.2 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	Ontario	34	2	5.9 %	23.7 %	8	-6	Ontario
2231 : Civil engineering technologists and technicians	Saskatchewan	1	0	0.0 %	17.9 %	0	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	26.2 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	1	0	0.0 %	21.8 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	1	50.0 %	30.6 %	1	0	Ontario
2251 : Architectural technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and
2251 : Architectural technologists and technicians	Ontario	3	0	0.0 %	29.8 %	1	-1	Ontario
2253 : Drafting technologists and technicians	Manitoba	5	3	60.0 %	25.2 %	1	2	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	2	0	0.0 %	2.7 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	3.2 %	0	0	Newfoundland and
2253 : Drafting technologists and technicians	Northwest Territories	1	0	0.0 %	0.0 %	0	0	Northwest Territories
2253 : Drafting technologists and technicians	Nova Scotia	3	0	0.0 %	5.8 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	8	3	37.5 %	33.4 %	3	0	Ontario
2254 : Land survey technologists and technicians	Ontario	2	0	0.0 %	20.2 %	0	0	Ontario



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		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2255 : Technical occupations in geomatics and meteorology	British Columbia	1	0	0.0 %	14.3 %	0	0	British Columbia
2255 : Technical occupations in geomatics and meteorology	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2255 : Technical occupations in geomatics and meteorology	Nova Scotia	1	0	0.0 %	3.2 %	0	0	Nova Scotia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	0	0.0 %	19.1 %	1	-1	Ontario
2255 : Technical occupations in geomatics and meteorology	Saskatchewan	1	0	0.0 %	9.3 %	0	0	Saskatchewan
2264 : Construction inspectors	Manitoba	1	0	0.0 %	3.9 %	0	0	Manitoba
2264 : Construction inspectors	Ontario	5	0	0.0 %	18.9 %	1	-1	Ontario
2282 : User support technicians	Ontario	8	1	12.5 %	38.8 %	3	-2	Ontario
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	23.9 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	1	100.0 %	28.6 %	0	1	Ontario
05 : Supervisors		5	1	20.0 %	18.1 %	1	0	
Employment Equity Occupational Group	London	2	0	0.0 %	10.9 %	0	0	London
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	3.0 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	16.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	49.6 %	0	1	Vancouver
07 : Administrative and Senior Clerical Personnel		39	4	10.3 %	16.7 %	7	-3	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	20.6 %	0	1	Calgary
Employment Equity Occupational Group	Halifax	2	0	0.0 %	6.7 %	0	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	10.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	8.8 %	0	0	London
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.2 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	1.5 %	0	0	N.S. less CMA
Employment Equity Occupational Group	N.W.T.	1	0	0.0 %	7.9 %	0	0	N.W.T.
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	1.9 %	0	0	Ont. less CMAs



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	Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.1 %	0	0	Ottawa - Gatineau
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	St. John's	2	0	0.0 %	2.4 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	8	2	25.0 %	40.6 %	3	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	39.9 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	5	1	20.0 %	10.5 %	1	0	Windsor
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	15.9 %	1	-1	Winnipeg
10 : Clerical Personnel		36	4	11.1 %	18.7 %	7	-3	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	8.1 %	0	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	13.4 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	15	0	0.0 %	11.2 %	2	-2	London
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 %	1.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	18.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	0	0.0 %	3.1 %	0	0	Saint John
Employment Equity Occupational Group	St. John's	1	0	0.0 %	2.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	5	3	60.0 %	52.2 %	3	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	46.7 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	2	0	0.0 %	11.4 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	5	1	20.0 %	23.3 %	1	0	Winnipeg



Workforce Analysis - Detailed Report

Date: 2019-01-31

Members of Visible Minorities

Members of Visible Minorities							
Internal Location	All Employees	Repres	entation	Avai	ilability	Gap	Recruitment Area
	#	#	%	%	#	#	
	704	74	10.5 %	22.2 %	156	-82	
	Internal Location	#	Internal Location All Employees Repres # #	Internal Location All Employees Representation # # %	Internal Location All Employees Representation Avai	Internal Location All Employees Representation Availability # # % % #	Internal Location All Employees Representation Availability Gap # # % % # #

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-01-31

Persons with Disabilities

				Persons	with Disabili	ties		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	58	0	0.0 %	5.0 %	3	-3	National
03 : Professionals	National	423	9	2.1 %	8.9 %	38	-29	National
04 : Semi-Professionals and Technicians	National	143	4	2.8 %	7.6 %	11	-7	National
05 : Supervisors	National	5	0	0.0 %	27.5 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	39	2	5.1 %	10.0 %	4	-2	National
10 : Clerical Personnel	National	36	1	2.8 %	9.3 %	3	-2	National
Total		704	16	2.3 %	8.5 %	60	-44	

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: 2019-01-31

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
12 : Semi-Skilled Manual Workers	EEOG	СМА



Workforce Analysis - Detailed Report

Date: 2019-01-31

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
12 : Semi-Skilled Manual Workers	EEOG	National



Workforce Analysis - Summary Report

Date: 2019-01-31

Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	12	3	25.0 %	27.6 %	3	0
02 : Middle and Other Managers	46	11	23.9 %	39.4 %	18	-7
03 : Professionals	423	155	36.6 %	29.8 %	126	29
04 : Semi-Professionals and Technicians	143	39	27.3 %	19.7 %	28	11
05 : Supervisors	5	5	100.0 %	56.2 %	3	2
07 : Administrative and Senior Clerical Personnel	39	39	100.0 %	81.6 %	32	7
10 : Clerical Personnel	36	34	94.4 %	69.3 %	25	9
Total	704	286	40.6 %	33.4 %	235	51



Workforce Analysis - Summary Report

Date: 2019-01-31

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	0	0.0 %	3.2 %	0	0	
02 : Middle and Other Managers	46	1	2.2 %	2.7 %	1	0	
03 : Professionals	423	5	1.2 %	1.7 %	7	-2	
04 : Semi-Professionals and Technicians	143	2	1.4 %	4.3 %	6	-4	
05 : Supervisors	5	0	0.0 %	3.7 %	0	0	
07 : Administrative and Senior Clerical Personnel	39	0	0.0 %	4.3 %	2	-2	
10 : Clerical Personnel	36	1	2.8 %	3.6 %	1	0	
Total	704	9	1.3 %	2.6 %	17	-8	



Workforce Analysis - Summary Report

Date: 2019-01-31

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	0	0.0 %	11.5 %	1	-1	
02 : Middle and Other Managers	46	3	6.5 %	17.6 %	8	-5	
03 : Professionals	423	51	12.1 %	24.9 %	105	-54	
04 : Semi-Professionals and Technicians	143	11	7.7 %	19.1 %	27	-16	
05 : Supervisors	5	1	20.0 %	18.1 %	1	0	
07 : Administrative and Senior Clerical Personnel	39	4	10.3 %	16.7 %	7	-3	
10 : Clerical Personnel	36	4	11.1 %	18.7 %	7	-3	
Total	704	74	10.5 %	22.2 %	156	-82	



Workforce Analysis - Summary Report

Date: 2019-01-31

Persons with Disabilities

			Persons	with Disabili	ities		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	58	0	0.0 %	5.0 %	3	-3	
03 : Professionals	423	9	2.1 %	8.9 %	38	-29	
04 : Semi-Professionals and Technicians	143	4	2.8 %	7.6 %	11	-7	
05 : Supervisors	5	0	0.0 %	27.5 %	1	-1	
07 : Administrative and Senior Clerical Personnel	39	2	5.1 %	10.0 %	4	-2	
10 : Clerical Personnel	36	1	2.8 %	9.3 %	3	-2	
Total	704	16	2.3 %	8.5 %	60	-44	



Workforce Analysis - Summary Report

Date: 2019-01-31

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
12 : Semi-Skilled Manual Workers	EEOG	СМА

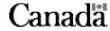


Workforce Analysis - Summary Report

Date: 2019-01-31

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
12 : Semi-Skilled Manual Workers	EEOG	National



Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from Fir	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	04	26

Data fron	ı Subsequent	/Current W	orkforce
Duti Hon	-		OTHOLCE
	Analy	ysis —	
ı	ı		ı

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	01	31

		Table 1: Women			
		First/Previous Workforce Analysis			
		All Employees	Women		
բահա	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	12	3	27.40	
02	Middle & Other Managers	67	15	38.90	
03	Professionals	282	104	27.00	
04	Semi-Professionals & Technicians	125	34	17.80	
05	Supervisors	4	4	61.80	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	38	37	83.20	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	48	45	71.50	
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		576	242	34.1	

Table 5: Women				
-	Subsequent/Current Workforce Analysis			
All Employees	Women			
	Representation	Availability*		
#	#	%		
12	3	27.60		
46	11	39.40		
423	155	29.80		
143	39	19.70		
5	5	56.20		
0	0	0.00		
39	39	81.60		
0	0	0.00		
0	o	0.00		
36	34	69.30		
0	0	0.00		
0	ol	0.00		
0	0	0.00		
0	ol	0.00		
704	286	33.4		

* Source:			
2011 Nation	nal Household	Survey	

* Source:			
2011 Nati	onal Househ	old Survey	

Part 1: Workforce Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Data from First/Previous Workforce Analysis

2016	04	26
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from S	Subsequent/Curre Analysis	nt Workforce
		1

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2019	01	31

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce	Analysis
Emale	syment Equity Occupational Crown (FEOC)	All Employees	Aborigina	ıl Peoples
բահա	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	12	0	2.90
02	Middle & Other Managers	67	1	2.20
03	Professionals	282	1	1.30
04	Semi-Professionals & Technicians	125	3	3.60
05	Supervisors	4	0	3.60
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	38	1	4.70
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	48	1	4.70
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		576	7	2.4

Table	6: Aboriginal Pe	eoples	
Subsequent/Current Workforce Analysis			
All Employees	Aboriginal Peoples		
	Representation	Availability*	
#	#	0/0	
12	0	3.20	
46	1	2.70	
423	5	1.70	
143	2	4.30	
5	0	3.70	
0	0	0.00	
39	ol	4.30	
0	o	0.00	
0	0	0.00	
36	1	3.60	
0	0	0.00	
0	ol	0.00	
o	0	0.00	
0	0	0.00	
704	9	2.6	

* Source:	
2011 National Household Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Data from First/Previous Workforce Analysis

2016	04	26
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

Data from S	ubsequent/Currei Analysis	nt Workforce
	1 111011 010	
	1	1

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2019	01	31

		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
Emale	symant Fauity Occupational Crown (FFOC)	All Employees	Members of Visible Minorities	
Empic	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	12	1	10.10
02	Middle & Other Managers	67	7	15.00
03	Professionals	282	25	21.90
04	Semi-Professionals & Technicians	125	7	18.00
05	Supervisors	4	0	3.20
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	38	7	12.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	48	5	9.00
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
Total		576	52	18.1

Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis		
	Representation	Availability*
#	#	0/0
12	0	11.50
46	3	17.60
423	51	24.90
143	11	19.10
5	1	18.10
0	o	0.00
39	4	16.70
0	o	0.00
0	0	0.00
36	4	18.70
0	0	0.00
0	ol	0.00
ol	0	0.00
0	0	0.00
704	74	22.2

* Source:		
2011 National Hou	sehold Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	04	26

Data from	Subsequent/Curre Analysis	nt Workforce
1	ı	I

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2019	01	31

		Table 4:	Persons with Dis	sabilities		
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis				
		All Employees	Persons with Disabilities			
			Representation	Availability*		
		#	#	%		
01/02	Managers	79	1	4.30		
03	Professionals	282	3	3.80		
04	Semi-Professionals & Technicians	125	2	4.60		
05	Supervisors	4	0	13.90		
06	Supervisors: Crafts & Trades	0	0	0.00		
07	Administrative & Senior Clerical Personnel	38	2	3.40		
08	Skilled Sales & Service Personnel	0	0	0.00		
09	Skilled Crafts & Trades Workers	0	0	0.00		
10	Clerical Personnel	48	2	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		
Total		576	10	4.4		

Table 8: Persons with Disabilities						
Subsequent/Current Workforce Analysis						
All Employees	Persons with	Disabilities				
	Representation	Availability*				
#	#	0/0				
58	0	5.00				
423	9	8.90				
143	4	7.60				
5	0	27.50				
0	0	0.00				
39	2	10.00				
0	0	0.00				
0	0	0.00				
36	1	9.30				
0	0	0.00				
0	0	0.00				
0	0	0.00				
0	0	0.00				
704	16	8.5				

* Source:					
2012 Cana	dian Surve	y on Di	sability		

* Source:
2012 Canadian Survey on Disability

Part 2: Flow Data Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	04	26

End I	Date of	Flow	Data	
YYYY	M	и	D	D
2019	01		3	1

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Table 1: Women			
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	5	2	0	0
03 Professionals	250	100	0	0
04 Semi-Professionals & Technicians	56	19	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	18	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	12	12	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0

Total

343

151

Table 5: Women					
Full-time / National		Part-time	/ National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted		
#	#	#	#		
6	3	0	0		
30	7	0	0		
31	11	0	0		
1	0	0	0		
0	0	0	0		
0	0	0	0		
3	3	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
71	24	0	0		

	v		
	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Ferminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
5	2	0	C
5	3	0	(
125	55	0	(
36	11	0	C
0	0	0	(
0	0	0	(
16	15	0	(
0	0	0	(
0	0	0	(
12	11	0	C
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
199	97	0	(

Part 2: Flow Data Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

VVVV	Date of Flow	DATA
2016	04	26

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

Table 2: Aboriginal Peoples

Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

L	Table o: Aboriginal Peoples				
Full-ti	/ National	Part-time	Full-time / National		
All Employe Terminat	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	
#	#	#	#	#	
	0	0	0	6	
	0	0	1	30	
1	0	0	0	31	

|--|

	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	5	0	0	0
03 Professionals	250	5	0	0
04 Semi-Professionals & Technicians	56	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	12	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	343	6	0	0

time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National
vees ted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#
6	0	0	0	5	0	0	0
30	1	0	0	5	0	0	0
31	0	0	0	125	1	0	0
1	0	0	0	36	1	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
3	0	0	o	16	1	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	12	1	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
71	1	0	0	199	4	0	0

Part 2: Flow Data Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Start	Date of Flov	Data
YYYY	MM	DD
2016	04	26

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

Table 2: Bossess with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

rable /: rersons with Disabilities					
/ National	Part-time	/ National	Full-time		
Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted		
#	#	#	#		
0	0	0	6		
0	0	0	30		
0	0	0	31		
0	0	0	1		
0	0	0	0		
0	0	0	0		
0	0	0	3		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
	Persons with Disabilities Promoted # 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	All Employees Promoted # # 0	Persons with Disabilities Promoted Promoted Promoted Promoted Promoted Promoted Promoted		

Data from Form 6 - Employees Terminated

Table 11: Persons with Disabilities full-time / National Part-time / National All Persons with All Persons with Disabilities Employees Disabilities mployees Terminated erminated Terminated Terminated # 125 36 199

	Table 3: Persons with Disabilities				
	Full-time	/ National	ional Part-time / Nationa		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	1	0	0	0	
02 Middle & Other Managers	5	0	0	0	
03 Professionals	250	5	0	0	
04 Semi-Professionals & Technicians	56	2	0	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	19	0	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	12	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
Total	343	7	0	0	

Part 2: Flow Data Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Start	Date of Flow	Data
YYYY	MM	DD
2016	04	26

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

 Table 4: Members of Visible Minorities
 Table 8: Members of Visible Minorities

Data from Form 5 - Employees Promoted

Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
6	0	0	0
30	1	0	0
31	2	0	0
1	0	0	0
0	0	0	0
0	0	0	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	C
0	0	0	0
71	3	U	n

Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities Part-time / National Full-time / National Members of Members of All All Visible Visible Employees **Employees** Minorities Minorities Terminated Terminated Terminated Terminated # 125 36 30

	Table 4.	vienibeis u	or A isinic b	rimornues
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	1	1	0	0
02 Middle & Other Managers	5	0	0	0
03 Professionals	250	35	0	0
04 Semi-Professionals & Technicians	56	7	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	12	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	343	47	0	0

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A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	1 .		C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis		t KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	\	Ţ	1	1	Ţ	1	↓	\	↓	\	\	\	Ţ	\	1	T	↓	↓	\

Table 1: Women First/Previous Short-term Goals

					All En	ployees									W	omen				
		Number	Growth	(New Positi	ions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	placement of	Hires		Goals					
	oyment Equity Occupational	YYYY-MM-DD	Actual	Proje	untard	<u> </u>	Proje	untud	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		1 - 10 - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Grou	p (EEOG)	1111-MM-DD	Actuai	rruje		Actual	rioj		Years	YYYY-MM-DD			Over 3	1111	- 1111	Availability	r resem erap	Gap	Representation	Years
		2016-04-26	Annually A	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-04-26	Annually	Over 3 Years	Years	2016	2019					
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	12	0.0%		0	41.7%		0	0	3	0.0%	0	0	0		27.4%	0	0	25.0%	25.0%
02	Middle & Other Managers	67	-11.8%		0	8.8%		0	0	15	0.0%	0	11	0		38.9%	-11	-11	22.4%	22.4%
03	Professionals	282	14.5%		0	35.5%		0	0	104	0.0%	0	-28	0		27.0%	28	28	36.9%	36.9%
04	Semi-Professionals & Tech	125	4.6%		0	26.9%		0	0	34	0.0%	0	-12	0		17.8%	12	12	27.2%	27.2%
05	Supervisors	4	7.7%		0	0.0%		0	0	4	0.0%	0	-2	0		61.8%	2	2	100.0%	100.0%
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	38	0.9%		0	41.6%		0	0	37	0.0%	0	-5	0		83.2%	5	5	97.4%	97.4%
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	48	-9.1%		0	28.6%		0	0	45	0.0%	0	-11	0		71.5%	11	11	93.8%	93.8%
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!
Total		576	6.9%		0	31.1%		0	0	242	0.0%	0	-46	0		34.1%	46	46	42.0%	42.0%

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

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

					Table 2: Women
F1		Women			
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	50.0	0	50.0	
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	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		0		

									Data	IOF FIFSU	r revious (Guais								
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	ъ.	СхНх3	F+I	From Workforce Analysis		t KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis		(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (+ F)	С
	J	J.	L	Ţ	Ţ	Ţ	J	J.	J.	Ţ	J.	J	J.	J.	L	J.	J.	J	L	

									Table	e 3: Abori;	ginal Pec	ples							
									First/	Previous Sh	ort-term G	ioals							
				All Er	nployees									Aborigi	nal Peoples				
		Number	Growth (New Po	sitions)	Turnover (R	eplacement of	Terminated		Number	Turnover (Re	nlacement of			r Goals					
Emp	oyment Equity Occupational					Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
	p (EEOG)	YYYY-MM-DD	Actual Pr	ojected	Actual	Proje	ected	Hires Over 3 Years	YYYY-MM-DD	<u> </u>		Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2016-04-26	Annually Annually	Over 3 Years	Annually	Annually	Over 3 Years	icais	2016-04-26	Annually	Over 3 Years	Years	2016	2019					icars
		#	% %	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	12	0.0%	(41.7%		0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02	Middle & Other Managers	67	-11.8%		8.8%		0	0	1	0.0%	0	0	0		2.2%	0	0	1.5%	1.5%
03	Professionals	282	14.5%		35.5%		0	0	1	0.0%	0	3	0		1.3%	-3	-3	0.4%	0.4%
04	Semi-Professionals & Tech	125	4.6%		26.9%		0	0	3	0.0%	0	2	0		3.6%	-2	-2	2.4%	2.4%
05	Supervisors	4	7.7%	(0.0%		0	0	0	0.0%	0	0	0		3.6%	0	0	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	38	0.9%	(41.6%		0	0	1	0.0%	0	1	0		4.7%	-1	-1	2.6%	2.6%
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	48	-9.1%		28.6%		0	0	1	0.0%	0	1	0		4.7%	-1	-1	2.1%	2.1%
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!
Tota		576	6.9%	(31.1%		0	0	7	0.0%	0	7	0		2.4%	-7	-7	1.2%	1.2%

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

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

	workforce Analysis) - 2) x 10	0.				
						Table 4: Aboriginal Peoples
г .			Aboriginal	Peoples		
	oyment Equity Occupational (EEOG)	Short-ter	rm Goals	Long-ter	m Goals	Comments
Grou	(EEOG)	#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	5.0	0	5.0	
04	Semi-Professionals & Tech	0	5.0	0	5.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	5.0	0	5,0	
08	Skilled Sales & Service	0	0.0	0	0,0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	5.0	0	5.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0		0		

[Date: 2019-01-31]

									Data	for First/I	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		Ţ	↓	\	Ţ	↓	Ţ	Ţ	\	\	\	1	Ţ	Ţ	Ţ	\	Ţ	1	↓
									Table 5	: Persons	with Disa	bilities							

										with Disa fort-term G								
			All En	ployees				FIISU	i revious 31	ioi t-tel III G	vais		Persons w	ith Disabilities	i			
	Number	Growth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (R	eplacement of		3 Year						
Employment Equity Occupational					Employees)		Anticipated Hires Over 3		Terminated	Employees)	Hires Required	From		Present	n	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual Proje		Actual	Proj	ected	Years	YYYY-MM-DD			Over 3	YYYY	. * * * * *	Availability	Present Gap	Gap	Representation	Years
	2016-04-26	Annually Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-04-26	Annually	Over 3 Years	Years	2016	2019					
	#	% %	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	79	-5.9%	0	25.3%		0	0	1	0.0%	0	2	0		4.3%	-2	-2	1.3%	1.3%
03 Professionals	282	14.5%	0	35.5%		0	0	3	0.0%	0	8	0		3.8%	-8	-8	1.1%	1.1%
04 Semi-Professionals & Tech	125	4.6%	0	26.9%		0	0	2	0.0%	0	4	0		4.6%	-4	-4	1.6%	1.6%
05 Supervisors	4	7.7%	0	0.0%		0	0	0	0.0%	0	1	0		13.9%	-1	-1	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	38	0.9%	0	41.6%		0	0	2	0.0%	0	-1	0		3.4%	1	1	5.3%	5.3%
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	о (0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	48	-9.1%	0	28.6%		0	0	2	0.0%	0	1	0		7.0%	-1	-1	4.2%	4.2%
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!
Total	576	6.9%	0	31.1%		0	0	10	0.0%	0	15	0		4.4%	-15	-15	1.7%	1.7%

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

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

	workforce Analysis) - 2) x 10	υ.				
						Table 6: Persons with Disabilities
	(F ') O () 1	I	ersons with l	Disabilities		
	oyment Equity Occupational p (EEOG)	Short-te	rm Goals	Long-ter	m Goals	Comments
		#	%	#	%	
01/02	Managers	0	5.0	0	30.0	
03	Professionals	0	5.0	0	30.0	
04	Semi-Professionals & Tech	0	5.0	0	30.0	
05	Supervisors	0	5.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0,0	
09	Skilled Crafts & Trades	0	0.0	0	0,0	
10	Clerical Personnel	0	5.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0		0		

A	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U]
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entr	у СхЕх3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	,
		1	1	1	↓	1	1	1	1	1	1	1	1	1	1	1	1	1	\	1	

			Ψ	Ψ	Ψ	Ψ	Ψ	Ψ	. ↓	Ψ	Ψ	Ψ	Ψ	Ψ	Ψ	Ψ	Ψ	Ψ	<u> </u>	
										Table 7: M				š						
										First/	Previous Sh	ort-term G	loals							
					All Em	ployees								M	embers of '	Visible Minori	ties			
		., .				Turnover (Re	eplacement of	Terminated						3 Year	Goals					
r		Number	Grow	th (New Posi	nons)		Employees)		Anticipated	Number	Turnover (Re Terminated		unes	From	ı - To	1 _			_	Projected
	loyment Equity Occupational p (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	1 commune	Limpoyees	Required Over 3	YYYY	· YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Sivi	p (ELOG)	2016-04-26	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2016-04-26	Annually	Over 3	Years	2016	2019			July 1		Years
				,	Years		·	Years				Years								
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
	Senior Managers	12	0.0%		이	41.7%		0	0	1	0.0%	0	0	0		10.1%	0	0	8.3%	8.3%
02	Middle & Other Managers	67	-11.8%		0	8.8%		0	0	7	0.0%	0	3	0		15.0%	-3	-3	10.4%	10.4%
03	Professionals	282	14.5%		0	35.5%		0	0	25	0.0%	0	37	0		21.9%	-37	-37	8.9%	8.9%
04	Semi-Professionals & Tech	125	4.6%		0	26.9%		0	0	7	0.0%	0	16	0		18.0%	-16	-16	5.6%	5.6%
05	Supervisors	4	7.7%		0	0.0%		0	0	0	0.0%	0	0	0		3.2%	0	0	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	38	0.9%		0	41.6%		0	0	7	0.0%	0	-2	0		12.0%	2	2	18.4%	18.4%
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	48	-9.1%		0	28.6%		0	0	5	0.0%	0	-1	0		9.0%	1	1	10.4%	10.4%
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!
Total		576	6.9%		0	31.1%		0	0	52	0.0%	0	52	0		18.1%	-52	-52	9.0%	9.0%

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

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

Workforce Analysis) · 2) x 10	<u>. </u>				Table 8: Members of Visible Minorities
F	Men	nbers of Visibl	e Minori	ties	
Employment Equity Occupational Group (EEOG)	Short-ter	rm Goals	Long-te	rm Goals	Comments
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	25.0	0	10.0	
03 Professionals	0	25.0	0	10.0	
04 Semi-Professionals & Tech	0	25.0	0	10.0	
05 Supervisors	0	0.0	0	10.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0,0	
08 Skilled Sales & Service	0	0.0	0	0,0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	10.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		0		

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[Date: 2019-01-31]

																																					ŧ				

Α	В	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	i .	:	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis		t KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		\	\	\	\	\	1	Ţ	\	↓	\	\	\	Į.	↓	1	\	↓	↓	\

Start Here										Table 9:	Women								
									Subsequ	ent/Current	t Short-tern	n Goals							
				All Em	ployees									W	omen				
F1	Number	Grov	rth (New Positi	ions)	Turnover (R	eplacement of Employees)	Terminated	Anticipated	Number	Turnover (Re	eplacement of	i iiics		r Goals n - To	_				Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD		i Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Simp (ELISS)	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-01-31	Annually	Over 3 Years	Years	2019	2022				,	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	12	0.0%		0	41.7%		0	0	3	0.0%	0	0	0		27.6%	0	0	25.0%	25.0%
02 Middle & Other Managers	46	-11.8%	2.0%	3	8.8%	5.0%	7	10	11	5.0%	2	10	4	39.4%	39.4%	-7	-6	23.9%	26.5%
03 Professionals	423	14.5%	12.0%	152	35.5%	12.5%	159	311	155	12.5%	58	74	0		29.8%	29	-74	36.6%	16.9%
04 Semi-Professionals & Tech	143	4.6%	12.0%	51	26.9%	12.5%	54	105	39	12.5%	15	14	0		19.7%	11	-14	27.3%	12.4%
05 Supervisors	5	7.7%		0	0.0%		0	0	5	0.0%	0	-2	0		56.2%	2	2	100.0%	100.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0
07 Administrative & Sr Clerical	39	0.9%	2.0%	2	41.6%	12.5%	15	17	39	12.5%	15	9	0		81.6%	7	-9	100.0%	58.5%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	[c	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	[c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0
10 Clerical Personnel	36	-9.1%	2.0%	2	28.6%	12.5%	14	16	34	12.5%	13	5	0		69.3%	9	-5	94.4%	55.3%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	[c	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	[c	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	[c	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	[c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	704	6.9%	6.0%	127	31.1%	11.0%	232	359	286	11.0%	94	86	141	39.4%	33.4%	51	55	40.6%	40.1%

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

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

7707110100 7 11111791157 27 11 100				Table 10: Women
Employment Equity Occupational		Women		
Group (EEOG)	Short-teri	m Goals Long-	term Goals	Comments
		%	%	
01 Senior Managers		0.0%		
02 Middle & Other Managers		39.4%	39.4%	
03 Professionals		0.0%		
04 Semi-Professionals & Tech		0.0%		
05 Supervisors		0.0%		
06 Supervisors: Crafts & Trades		0.0%	6	
07 Administrative & Sr Clerical		0.0%		
08 Skilled Sales & Service		0.0%		
09 Skilled Crafts & Trades		0.0%		
10 Clerical Personnel		0.0%		
11 Intermediate Sales & Service		0.0%		
12 Semi-Skilled Manual		0.0%		
13 Other Sales & Service		0.0%		
14 Other Manual Workers		0.0%	10	
Total		39.4%	M	

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[Date: 2019-01-31]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		1	1	\	↓	1	1	\	\	\	\	1	1	\	\	1	\	↓	<u> </u>
									Table	: 11: Abor	iginal Pe	oples							

											ent/Current									
					All Em	ployees									Aborigi	nal Peoples				
		Number	Growth	(New Position	one)		placement of	Terminated		Number	Turnover (Re			3 Year	· Goals					
Emi	oloyment Equity Occupational		0.0	(,		Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
	up (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD	ļ		Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2019-01-31	Annually	Over 3 Years	Years	2019	2022					icais
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	12	0.0%		0	41.7%		0	0	0	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%
02	Middle & Other Managers	46	-11.8%	2.0%	3	8.8%	5.0%	7	10	1	5.0%	0	0	0		2.7%	0	0	2.2%	2.0%
03	Troressionais	423	14.5%	12.0%	152	35.5%	12.5%	159	311	5	12.5%	2	7	5	1.7%	1.7%	-2	-2	1.2%	1.4%
04	Semi-Professionals & Tech	143	4.6%	12.0%	51	26.9%	12.5%	54	105	2	12.5%	1	7	5	4.3%	4.3%	-4	-2	1.4%	3.1%
05	Supervisors	5	7.7%		0	0.0%		0	0	0	0.0%	0	0	0		3.7%	0	0	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	39	0.9%	2.0%	2	41.6%	12.5%	15	17	0	12.5%	0	2	1	4.3%	4.3%	-2	-1	0.0%	2.4%
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	36	-9.1%	2.0%	2	28.6%	12.5%	14	16	1	12.5%	0	0	0		3.6%	0	0	2.8%	2.6%
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!
Tota	1	704	6.9%	6.0%	127	31.1%	11.0%	232	359	9	11.0%	3	16	12	3.4%	2.6%	-9	-4	1.3%	2.2%

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

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

Workforce Analysis) · 2) x 100				Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal Peoples		
Group (EEOG)	Short-teri		erm Goals	Comments
		%	%	
01 Senior Managers		0.0%	_	
02 Middle & Other Managers		0.0%		
03 Professionals		1.7%	1.7%	
04 Semi-Professionals & Tech		4.3%	4.3%	
05 Supervisors		0.0%		
06 Supervisors: Crafts & Trades		0.0%		
07 Administrative & Sr Clerical		4.3%	4.3%	
08 Skilled Sales & Service		0.0%		
09 Skilled Crafts & Trades		0.0%		
10 Clerical Personnel		0.0%		
11 Intermediate Sales & Service		0.0%		
12 Semi-Skilled Manual		0.0%		
13 Other Sales & Service		0.0%		
14 Other Manual Workers		0.0%		
Total		3.4%	3.4	

[Date: 2019-01-31]

										Data for	Subseque	nt/Curre	nt Goals							
Α	В	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	1	1	↓	↓	1	Ţ	↓	↓	\	\	1	1	↓	\	1	↓	↓	1
											: Persons									
										Subsequ	ent/Current	Short-tern	n Goals							
					All En	nployees			1		1			T		th Disabilitie	S			
		Number	Grev	wth (New Posi	tions)	Turnover (Re	eplacement or Employees)	f Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equit							embiolicesi		Anticipated					From	n - To					
	nty Occupational										Terminated	Employees)	Required			Present	n	Projected	Present	Projected
Group (EEOG)	nty Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected 1	Hires Over 3 Years	YYYY-MM-DD	Terminated		Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
	ity Occupational	YYYY-MM-DD 2019-01-31	Actual Annually	Pro Annually	Over 3 Years	Actual Annually	Pro Annually	Over 3 Years	Hires Over 3	YYYY-MM-DD 2019-01-31	Annually	Over 3 Years		2019	- YYYY 2022		Present Gap			Representation in 3
Group (EEOG)	ity Occupational			Annually %	Over 3		,	Over 3	Hires Over 3			Over 3	Over 3				Present Gap			Representation in 3
	ity Occupational	2019-01-31	Annually %	Annually % 2.0%	Over 3 Years	Annually	Annually	Over 3 Years	Hires Over 3 Years	2019-01-31	Annually	Over 3	Over 3 Years	2019	2022 % 5.0%	Availability		Gap #	Representation	Representation in 3 Years
Group (EEOG) 01/02 Managers 03 Professionals	ıls	2019-01-31 # 58 423	Annually % -5.9% 14.5%	Annually % 2.0% 12.0%	Over 3 Years	Annually % 25.3% 35.5%	Annually % 5.0% 12.5%	Over 3 Years # 0 9 159	# 12	2019-01-31	Annually %6 5.0% 12.5%	Over 3	Over 3 Years	2019 #	2022 % 5.0% 8.9%	### Availability %	#	Gap # -2	% 0.0% 2.1%	Representation in 3 Years % 1.6% 5.9%
Group (EEOG) 01/02 Managers 03 Professionals		2019-01-31 # 58	Annually % -5.9% 14.5% 4.6%	Annually % 2.0%	Over 3 Years #	Annually % 3 25.3% 2 35.5% 26.9%	Annually % 5.0%	Over 3 Years # 0 9 159	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5%	Over 3	Over 3 Years #	2019 #	2022 % 5.0% 8.9% 7.6%	% 5.0% 8.9% 7.6%	# -3	Gap # -2	% 0.0% 2.1% 2.8%	Representation in 3 Years % 1.6% 5.9% 5.2%
Group (EEOG) 01/02 Managers 03 Professionals	ıls ssionals & Tech	2019-01-31 # 58 423	Annually % -5.9% 14.5% 4.6% 7.7%	Annually % 2.0% 12.0%	Over 3 Years # 3	Annually % 5 25.3% 2 35.5% 2 6.9% 0 0.0%	Annually % 5.0% 12.5%	Over 3 Years # 0 9 159	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5% 0.0%	Over 3	Over 3 Years #	2019 #	2022 % 5.0% 8.9%	% 5.0% 8.9% 7.6% 27.5%	# -3	# -2 -17	**Corresentation** ***/ 0.0% 2.1% 2.8% 0.0%	% 1.6% 5.9% 5.2% 0.0%
01/02 Managers 03 Professionals 04 Semi-Profess 05 Supervisors	ıls ssionals & Tech	2019-01-31 # 58 423	Annually % -5.9% 14.5% 4.6% 7.7% 0.0%	Annually % 2.0% 12.0% 12.0%	Over 3 Years # 3	Annually % 25.3% 2 35.5% 26.9% 0 0.0% 0 0.0%	Annually % 5.0% 12.5% 12.5%	Over 3 Years # 9 159 5 54 0 0	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5% 0.0% 0.0%	Over 3	Over 3 Years #	2019 #	2022 % 5.0% 8.9% 7.6% 27.5%	% 5.0% 8.9% 7.6%	# -3	# -2 -17 -5	% 0.0% 2.1% 2.8% 0.0% #DIV/0!	### Representation in 3 Years
Group (EEOG) 01/02 Managers 03 Professionals 04 Semi-Profess 05 Supervisors 06 Supervisors: 07 Administrativ	lls ssionals & Tech :: :: Crafts & Trades tive & Sr Clerical	2019-01-31 # 58 423	Annually % -5.9% 14.5% 4.6% 7.7% 0.0% 0.9%	Annually % 2.0% 12.0%	Over 3 Years # 3	Annually % 25.3% 35.5% 26.9% 0.0% 0.0% 41.6%	Annually % 5.0% 12.5%	Over 3 Years # 9 159 5 54 0 0	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5% 0.0% 0.0% 12.5%	Over 3	Over 3 Years #	2019 #	2022 % 5.0% 8.9% 7.6%	% 5.0% 8.9% 7.6% 27.5% 0.0% 10.0%	# -3	# -2 -17 -5	#DIV/0!	Representation in 3 Years % 1.6% 5.9% 5.2% 0.0% #DIV/0! 7.3%
Group (EEOG) 01/02 Managers 03 Professionals 04 Semi-Profess 05 Supervisors 06 Supervisors: 07 Administrativ 08 Skilled Sales	als ssionals & Tech :: :: Crafts & Trades tive & Sr Clerical es & Service	2019-01-31 # 58 423 143 5	Annually % -5.9% 14.5% 4.6% 7.7% 0.0% 0.9% 0.0%	Annually % 2.0% 12.0% 12.0%	Over 3 Years # 3	Annually % 3 25.3% 25.5% 26.9% 0.0% 0.0% 41.6% 0.0%	Annually % 5.0% 12.5% 12.5%	Over 3 Years # 9 159 5 54 0 0	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5% 0.0% 0.0% 12.5% 0.0%	Over 3	Over 3 Years #	2019 #	2022 % 5.0% 8.9% 7.6% 27.5%	% 5.0% 8.9% 7.6% 27.5% 0.0% 10.0%	# -3	# -2 -17 -5 -1 0	#DIV/0!	Representation in 3 Years % 1.6% 5.9% 6.2% 0.0% #DIV/0! 7.3% #DIV/0!
Group (EEOG) 01/02 Managers 03 Professionals 04 Semi-Profess 05 Supervisors 06 Supervisors: 07 Administrativ	als ssionals & Tech :: :: Crafts & Trades tive & Sr Clerical es & Service	2019-01-31 # 58 423 143 5	Annually % -5.9% 14.5% 4.6% 7.7% 0.0% 0.9% 0.0% 0.0%	Annually % 2.0% 12.0% 12.0%	Over 3 Years # 3	Annually % 3 25.3% 2 35.5% 2 6.9% 0 0.0% 0 0.0% 0 0.0% 2 41.6% 0 0.0% 0 0.0%	Annually %6 5.0% 12.5% 12.5%	Over 3 Years # 0 9 159 5 159 6 15 0 0 0 0 0 0	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5% 0.0% 0.0% 0.0% 0.0% 0.0%	Over 3	Over 3 Years #	2019 #	2022 9% 5.0% 8.9% 7.6% 27.5%	% 5.0% 8.9% 7.6% 27.5% 0.0% 10.0% 0.0%	# -3	# -2 -17 -5 -1 0	#DIV/0!	Representation in 3 Years % 1.6% 5.9% 6.2% 0.0% #DIV/0! 7.3% #DIV/0! #DIV/0!
Group (EEOG) 01/02 Managers 03 Professionals 04 Semi-Profess 05 Supervisors 06 Supervisors: 07 Administrativ 08 Skilled Sales	als ssionals & Tech :: :: Crafts & Trades tive & Sr Clerical :s & Service fts & Trades	2019-01-31 # 58 423 143 5	Annually % -5.9% 14.5% 4.6% 7.7% 0.0% 0.9% 0.0% 0.0%	Annually % 2.0% 12.0% 12.0%	Over 3 Years # 3	Annually % 3 25.3% 25.5% 26.9% 0.0% 0.0% 41.6% 0.0%	Annually % 5.0% 12.5% 12.5%	Over 3 Years # 0 9 159 5 159 6 15 0 0 0 0 0 0	# 12	2019-01-31	Annually % 5.0% 12.5% 12.5% 0.0% 0.0% 12.5% 0.0%	Over 3	Over 3 Years #	2019 #	2022 % 5.0% 8.9% 7.6% 27.5%	% 5.0% 8.9% 7.6% 27.5% 0.0% 10.0%	# -3	# -2 -17 -5 -1 0	#DIV/0!	Representation in 3 Years % 1.6% 5.9% 6.2% 0.0% #DIV/0! 7.3% #DIV/0!

31.1% † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)\(^{13} - 1\) x 100.

127

0.0%

0.0%

0.0%

11.0%

232

0.0%

0.0%

0.0%

6.9%

6.0%

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

Workforce Analysis) + 2) × 100

0.0%

0.0%

0.0%

12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

Total

	Workforce Analysis) ÷ 2) x 10	0.			
					Table 14: Persons with Disabilities
Empl	oyment Equity Occupational	Per	rsons with I	Disabilities	
	(EEOG)	Short-tern	i Goals	Long-term Goals	Comments
0.00	, (LLOG)		%	%	
01/02	Managers		5.0%	5.0%	
03	Professionals		8.9%	8.9%	
04	Semi-Professionals & Tech		7.6%	7.6%	
05	Supervisors		27.5%	27.5%	
06	Supervisors: Crafts & Trades		0.0%		
07	Administrative & Sr Clerical		10.0%	10.0%	
08	Skilled Sales & Service		0.0%		
09	Skilled Crafts & Trades		0.0%		
10	Clerical Personnel		9.3%	9.3%	
11	Intermediate Sales & Service		0.0%		
12	Semi-Skilled Manual		0.0%		
13	Other Sales & Service		0.0%		
14	Other Manual Workers		0.0%		
Total			11.4%	11.4%	

#DIV/0!

#DIV/0!

#DIV/0!

6.3%

#DIV/0!

#DIV/0!

#DIV/0!

2.3%

0.0%

0.0%

0.0%

8.5%

41

11.4%

[Date: 2019-01-31]

										Data for	Subseque	nt/Curre	nt Goals							
Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
3			↓	1	\	1	1	Ţ	1	↓ Table 15: N	↓ Jambars :	of Visible	↓ Minoriti	V	1	1	↓	↓	Ţ	Į.
											ent/Curren									

									Subsequ		Short-tern								
				All Em	ployees								Ме	mbers of V	isible Minori	ties			
	Number	Growt	th (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires	3 Year From						
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	ected		YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY-		Present Availability	Present Gap	Projected Gan	Present Representation	Projected Representation in 3
Group (EEOG)	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-01-31	Annually	Over 3 Years	Years	2019	2022	Avanaping		Gup	тересопион	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	12	0.0%		0	41.7%		0	0	0	0.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	46	-11.8%	2.0%	3	8.8%	5.0%	7	10	3	5.0%	0	6	2	17.6%	17.6%	-5	-4	6.5%	10.2%
03 Professionals	423	14.5%	12.0%	152	35.5%	12.5%	159	311	51	1	19	111	77	24.9%	24.9%	-54	-34	12.1%	19.0%
04 Semi-Professionals & Tech	143	4.6%	12.0%	51	26.9%	12.5%	54	105	11	12.5%	4	30	20	19.1%	19.1%	-16	-10	7.7%	13.9%
05 Supervisors	5	7.7%		0	0.0%		0	0	1	0.0%	0	0	0		18.1%	0	0	20.0%	20.0%
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	39	0.9%	2.0%	2	41.6%	12.5%	15	17	4	12.5%	2	5	3	16.7%	16.7%	-3	-2	10.3%	12.2%
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	36	-9.1%	2.0%	2	28.6%	12.5%	14	16	4	12.5%	2	5	3	18.7%	18.7%	-3	-2	11.1%	13.2%
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!
Total	704	6.9%	6.0%	127	31.1%	11.0%	232	359	74	11.0%	24	134	65	18.1%	22.2%	-82	-69	10.5%	13.8%

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

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

Workforce Allarysis) + 2) x 10	· · · ·			
				Table 16: Members of Visible Minorities
Employment Equity Occupational	Mem	bers of Visible Minori	ties	
Group (EEOG)	Short-teri	m Goals Long-te	rm Goals	Comments
Group (EEGG)		%	%	
01 Senior Managers		11.5%	11.5%	
02 Middle & Other Managers		17.6%	17.6%	
03 Professionals		24.9%	24.9%	
04 Semi-Professionals & Tech		19.1%	19.1%	
05 Supervisors		0.0%	18.1%	
06 Supervisors: Crafts & Trades		0.0%		
07 Administrative & Sr Clerical		16.7%	16.7%	
08 Skilled Sales & Service		0.0%		
09 Skilled Crafts & Trades		0.0%		
10 Clerical Personnel		18.7%	18.7%	
11 Intermediate Sales & Service		0.0%		
12 Semi-Skilled Manual		0.0%		
13 Other Sales & Service		0.0%		
14 Other Manual Workers		0.0%		
Total		18.1%	18.1%	

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Data so	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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(EE	DG)		Employees	Represen	itation	Avail		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference
		#	# 10	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	Ħ	#	#	#	⁰ / ₆	#	#
01	Senior Managers	2016 2019	12 12	3	25.0 25.0	27.4 27.6	:	0	91.2 90.6	1	0	0.0		0	6	3	50.0	2	,	5	2	40.0	1	1
02	Middle & Other	2016	67	15	22.4	38.9		-11	57.6		Ů	0.0			1		20.0		_			10.0	-	
02	Managers	2019	46	11	23.9	39.4		-7	60.7	5	2	40.0	2	0	30	7	23.3	7	0	5	3	60.0	1	2
03	Professionals	2016	282 423	104 155	36.9 36.6	27.0 29.8		28 29	136.6 123.0	250	100	40.0	75	26	31	11	35.5	11	0	125	55	44.0	46	9
04	Semi-Professionals &	2016	125	34	27.2	17.8		12	152.8	230	100	10.0	,,,		31	11	55.5		Ĭ	123	33	11.0	10	
	Technicians	2019	143	39	27.3	19.7		11	138.4	56	19	33.9	11	8	1	0	0.0	0	0	36	11	30.6	10	1
05	Supervisors	2016	5	5	100.0 100.0	61.8 56.2		2	161.8 177.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts &	2016	0	0	0.0	0.0		0	0.0			0.0					0.0				Ů	0.0		
ر ا	Trades	2019	0	0	0.0	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 so	Durces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		#	#	#	%	#	Goal Met %	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	2019	7	3	42.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Middle & Other	2022 2019	7 35	3	42.9 25.7	0	0.0	0.0 50.0	0.0 51.4		0.0	0.0 50.0	0.0 51.4											
± 02.1	Managers	2019	35		25.7	U	0.0	0.4	6526.5	0	0.0	0.4												
03	Professionals	2019	281	111	39.5	0	0.0	0.0	0.0	01100000110000110000111000011100	0.0	0.0	0.0											
H	Semi-Professionals &	2022	281 57	111 19	39.5 33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Technicians	2022	57	19	33.3	U	0.0	0.0	0.0	l V	0.0	0.0	0.0											
05	Supervisors	2019	0		0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
H	Supervisors: Crafts &	2022 2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Trades	2022	0	0	0.0	U	0.0	0.0	0.0		0.0	0.0	0.0											

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(EE	OG) Employees Representation Availability Gap EE Result Employees Actual Expected # # # % % # # % # # % # # % #															Ac	ual	Expected	Difference	Employees	Act		Expected	Difference
	dministrative & 2016 38 37 97.4 83.2 32 5 117.0															#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	nior Clerical 2019 39 39 100.0 81.6 32 7 122.5 19 18 94.7 16															100.0	3	0	16	15	93.8	16	-1
08	Skilled Sales &	illed Sales & 2016 0 0 0.0 0.0 0 0 0.0 crice Personnel 2019 0 0 0.0 0.0 0 0 0 0.0 0 0 0 0.0 0																						
-		vice Personnel 2019 0 0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0 0 0															0.0	0	0	0	0	0.0	0	0
09	09 Skilled Crafts & Trades Workers 2016 0 0.0 0.0 0 0.0 0 0.0 0 0 0.0 0 </td <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td>															0.0	0	0	0	0	0.0	0	0	
10																11	91.7	11	0					
11																12	11	71.7	11	Ü				
ļ.,	Service Personnel	2019 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
12		2019	0					0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
;	Workers 2019 0 0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0 0 0																							
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		#	#	Ħ	%	#	%	%	%	#	%	%	%											
07	Administrative & Senior Clerical	2019	22	21	95.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
-	Skilled Sales &	2022	22	21 0	95.5 0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08	Service Personnel	2022	0					0.0		0110000011000011000011000011000		0.0	0.0											
09	Skilled Crafts & 2019 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																							
10	Clerical Personnel 2019 12 12 100.0 0 0.0 0.0 0.0 0.0 0.0 0.0																							
1.	Intermediate Sales &	2022 2019	12	12 0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Service Personnel	2022	0	0		-		0.0	0.0	-		0.0	0.0											
12	Semi-Skilled Manual Workers	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
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13 Personnel 2019 0 0 0.0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0															0								
Personnel 2019 0 0 0.0 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	576	242	42.0	34.1	196		123.2	•	v		V		· ·	Ů		Ü			Ů		- U	Ů
Total	2019	704	286	40.6	33.4	235	51	121.6	343	151	44.0	115	36	71	24	33.8	30	-6	199	97	48.7	84	13
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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Tour sales :	#	#	#	%	# 0	%	%	%	#	%	%	%											
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	2022	414	175	42.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	2022	414	175	42.3			0.4	10728.6			0.0	0.0											

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01	Senior Managers	2016 2019	12 12	0	0.0 0.0	2.9 3.2		0	0.0	1	0	0.0		0	6	0	0.0	n	,	, 5	0	0.0	n	ا ا
02	Middle & Other	2016	67	1	1.5			0	67.8	1	U	0.0	-	0		0	0.0	0		, ,	0	0.0	0	0
02	Managers	2019 2016	46 282	1 1	2.2 0.4	2.7 1.3		-3	80.5 27.3	5	0	0.0	0	0	30	1	3.3	0	1	5	0	0.0	0	0
03	Professionals	2.0	4	1	31	0	0.0	0		125	1	0.8	0	1										
04	Professionals 2019 423 5 1.2 1.7 7 -2 69.5 250 5 2.0															, v	0.0			120	-	0.0		
04															1	0	0.0	0	0	36	1	2.8	1	0
05	Supervisors	2016	5	0	0.0 0.0	3.6		0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016 2019	0	-	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0		0	0	0.0	0	0
	Trades	2019	0	0	0.0	0.0	U	0	0.0		J 0	0.0	1 0		1 0	J 0	0.0	0		<u>'I</u>	<u> </u>	0.0	0	0
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		#	#	#	%	#	%	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Middle & Other	2022 2019	35	0	2.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
1 02	Managers	2022	35	1	2.9	6000-14800-14800-14800-1		0.0	0.0			0.0	0.0											
03	Professionals	2019	281 281	5		0	0.0	5.0		0	0.0	5.0	35.6 10466.8											
04	Semi-Professionals &	2019	57	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0											
Ľ.	Technicians	2022	57 0	0		0	0.0	0.0			0.0	0.0	0.0											
05	Supervisors	2019	0	0	0.0	U	0.0	0.0	0.0	U	0.0	0.0	0.0											
06	Supervisors: Crafts & 2019 0 0 0.0 0 0.0																							
	114405	2022	<u> </u>	U [0.0			0.0	I 0.0			0.0	1 0.0											

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	<u> </u>		Part 1:	Part 1:		Part 1:	·····				Part 2:				Part 2: Flow	Part 2:				Part 2: Flow	Part 2:	V÷Ux		
Data s	ources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Data Analysis	Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q-S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
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Em	oloyment Equity					orkforce						Hires			T		romotio	•		Τ	Te	rminati	ns	
Осс	upational Group	Year	All			Aborigin				All			nal Peoples		All			nal Peoples		All			nal Peoples	
(EE	OG)	# # # % % # # % # # % #															tual	Expected	Difference	Employees	Act		Expected	Difference
	dministrative & 2016 38 1 2.6 4.7 2 -1 56.0															Ħ	%	#	#	#	Ħ	%	#	#
	Senior Clerical	nior Clerical 2019 39 0 0.0 4.3 2 -2 0.0 19 0 0.0 1															0.0	0	0	16	1	6.3	0	1
08	Skilled Sales &	lled Sales & 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	
	Skilled Crafts &	vice Personnel 2019 0 0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0 0 0															0.0	0	"		0	0.0	0	0
09	Trades Workers																0.0	0	0	0	0	0.0	0	0
10																0	0.0	0	0	12	1	8.3	0	1
11	Intermediate Sales &	2016	0	0		0.0		0	0.0	12	1	0.5		1	 		0.0	0		12		0.5	0	1
11	Service Personnel	2019	0	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 2019	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 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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	oloyment Equity	Year	Fl	ow Data			Short-te		S		Long-teri													
	upational Group OG)		All Employees	Aborigina Acti	·	Goal	Aborigin Percent of	Goal	Percent of	Goal	Aboriginal Percent of	Goal	Percent of					(Commen	ts				
)	,	#	#	#	9/6	Goai #	Goal Met	9%	Goal Met	Goai #	Goal Met	Goai %	Goal Met											
07	Administrative &	2019	22	0		0	0.0	5.0	0.0	0	0.0	5.0	0.0											
07	Senior Clerical	2022	22	0				0.0	0.0	-		0.0	0.0											
1 081	Skilled Sales & Service Personnel	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
09	Skilled Crafts &	Skilled Crafts & 2019 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0																						
H	rades Workers 2022 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.																							
10	Clerical Personnel	erical Personnel 2019 12 1 8.3 0 0.0 5.0 166.7 0 0.0 5.0 166.7 2022 12 1 8.3 0 0.0 0.0 0.0 0.0 0.0 0.0																						
11	Intermediate Sales &	rmediate Sales & 2019 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																						
H	Service Personnel Semi-Skilled Manual	2022 2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
12	Workers	2022	0	0		U	0,0	0.0		U	0.0	0.0	0.0											

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Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data s	ources:		Workforce V	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Emr	loyment Equity					o <mark>rce An</mark> orkforce						Hires			Τ		Data A			Τ	Te	rminatio	ans	
Occi	ipational Group	tional Group All Aboriginal Peoples All Aboriginal Peoples																nal Peoples		All	10		nal Peoples	
(EE	JG)	¥	Employees #	Represen	tation %	Availa %	ability #	Gap #	EE Result	Employees #	Act	ual %	Expected #	Difference #	Employees #	Ac	ual %	Expected	Difference #	Employees #	Act	ual %	Expected #	Difference #
1 151	Other Sales & Service Personnel	2016 2019	0	0	0.0	0.0	0	0	0.0		0				0	0	0.0	,			0	0.0	,	
\vdash	Other Manual	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	U	0	0	0.0	0	
14	Workers	2019	0	0	0.0	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 2019	576 704	7 9	1.2 1.3	2.4 2.6			50.6 49.2	343	6	1.7	9	-3	71	1	1.4	1	0	199	4	2.0	2	2
Data s	ources:		Part 2: Flow Data Analysis F	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷1x100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
			<u> </u>	 Entran	ts		Ψ	Ψ	<u> </u>	oals	Ψ	<u> </u>												
Emp	doyment Equity	Year		w Data			Short-te	rm Goals			Long-ter	m Goals												
Occi (EE	ipational Group OG)	rear	All Employees	Aboriginal Actu		Goal	Aborigin Percent of	al Peoples Goal	Percent of	Goal	Aboriginal Percent of	Peoples Goal	Percent of					C	ommen	ts				
ľ	,	#	#	# 1	ан %	Goai #	Goal Met	Goai %	Goal Met	Goal #	Goal Met	Goai %	Goal Met											
13 Other Sales & Service 2019 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.																								
14	Other Manual Workers	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total		2019 2022	414	7	1.7	0	0.0	0.0	0.0 4924.7	0	0.0	0.0	0.0 49.7											

									l	Part 6: R	esults -	Person	s with I	Disabiliti	es									6
										D			ng Limit	ed										002810
											[Date	: 2019-	01-31]											
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U	V	W	X	Y
Data so	irces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Emn	oyment Equity			•		orce An						Hires			Ι		Data A romotio	nalysis		Т	T.	rminatio		
	pational Group	Year	All				e h Disabilitie:	s		All			ith Disabilitie	s	All	r		ith Disabilitie	28	All	11		ith Disabilities	25
(EEC	(G)		Employees	Represer	ntation		lability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference
01		#	Ħ	#	%	%	Ħ	#	%	#	#	%	#	#	Ħ	#	%	Ħ	#	#	#	%	#	#
01 & N	fanagers	2016	79		1.3	4.3		-2	29.4															
02	_	2019	58		0.0	5.0	<u>: </u>	_			0	0.0	0	0	36	0	0.0	0	(10	0	0.0	0	(
03 P	rofessionals	2016 2019	282 423	3		3.8 8.9					5	2.0	22	-17	31	0	0.0	0	(125	0	0.0	1	_1
04 S	emi-Professionals &	2016	125	2			<u> </u>		+			2.0	22	-17	31		0.0		,	123		0.0	1	
04 T	echnicians	2019	143	4		7.6	<u>. </u>			+	2	3.6	4	-2	1	0	0.0	0	(36	1	2.8	1	(
05 S	upervisors	2016 2019	5	0		13.9 27.5		-1 -1			0	0.0	0	0	- 0	0	0.0	0	(0 0	0	0.0	0	(
06 S	upervisors: Crafts &	2016	0			0.0			0.0			0.0	v		Ů	Ů	0.0					0.0		
T	rades	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	(0	0	0.0	0	(
				Part 2:			Ĭ				T		<u> </u>											
Data so	irces:		Part 2: Flow Data Analysis	Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	/ Entran	its				G	Goals														
Emol	oyment Equity		F	low Data			Short-te	rm Goal	s		Long-ter	m Goals												
Occu	pational Group	Year	All	Persons Disabil			Persons wit	h Disabilitie	s		Persons with	Disabilities						(Commen	its				
(EEC	(G)		Employees	Actu	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	9/6	#	%	%	%											
01 & N	fanagers	2019	42	0	0.0	0	0.0	5.0	0.0	0	0.0	30.00	0.0											
02		2022	42	0				0.1	0.0			0.05	0.0											
03 P	rofessionals	2019	281	5		0	0.0				0.0	30.00	5.9											
-	emi-Professionals &	2022 2019	281 57	5 2		0	0.0	0.1 5.0		080000000000000000000000000000000000000	0.0	0.09 30.00	1999.3 11.7											
	echnicians	2022	57	2	3.5		0.0	0.1	4616.8		V.V	0.08	4616.8											
05 S	upervisors	2019	0			0	0.0	5.0			0.0	0.00	0.0											
a . S	upervisors: Crafts &	2022 2019	0	-		0	0.0	0.3		atawatawatawatawata	0.0	0.28	0.0											
0/10			ı "l	· ` i	0.0	L		J	J	L	1	1 0.00	1											

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									Part 6: R D			s with L ng Limit		es									002811
										[Date	: 2019-	01-31]											8
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity			1		orce An	•					***					Data A	•		·	- m			
Occupational Group	Year	All			orkforce Persons with	h Disabilities			All		Hires Persons w	ith Disabilitie	s	All	P	romotio	18 th Disabilitie	s	All	1 e	rminatio	ns th Disabilitie	s
(EEOG)	EOG)														Ac	tual	Expected	Difference	Employees	Act		Expected	Difference
A 4;;	Administrative & 2016 38 2 5.3 3.4 1 1 154.8														#	%	#	#	#	#	%	#	H
07 Senior Clerical	2019	39	2		10.0	:	-2	51.3	19	0	0.0	2	-2	3	0	0.0	0	0	16	0	0.0	1	-1
08 Skilled Sales &	2016	0	0		0.0		0	0.0															
Service Personnel Skilled Crafts &	2019 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
709 Trades Workers	2019	0	0	0.0	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	48 36	2	4.2 2.8	7.0 9.3		-1 -2	59.5 29.9	12	0	0.0	1	-1		0	0.0	0	0	12	1	8.3	1	1
Intermediate Sales &	2019	0			0.0		0	0.0	12	0	0.0	1	-1	"	-	0.0	0	0	12	1	0.3	1	1
Service Personnel	2019	0	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 2019	0	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÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
3		1	↓ `	1	\	↓	1	1	↓	\	1	1											
			Entrar	ıts		Cl. 44			oals														
Employment Equity	Year	r	ow Data Person			Short-te Persons with				Long-ter								Commen	to.				
Occupational Group (EEOG)		All Employees	Disabi Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Johnnen	LS				
	#	#	# 1	9/6	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07 Administrative &	2019	22	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Senior Clerical Skilled Sales &	2022 2019	22	0		0	0.0	0.1	0.0	0	0.0	0.1	0.0											
08 Service Personnel	2022	0	0		-	0.0	0.0	I		0.0	0.0	0.0											
09 Skilled Crafts & Trades Workers	2019	0	0		0	0.0	0.0	1	**************************************	0.0	0.0	0.0											
10 Clerical Personnel	2022 12 0 0.0 0.1 0.0																						
11 Intermediate Sales & Service Personnel	2019	0	0		0	0.0	0.0		0	0.0	0.0	0.0											
12 Semi-Skilled Manual Workers	Semi-Skilled Manual 2019 0																						
Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

	Federal Contractors Program Achievement Report																							
	Part 6: Results - Persons with Disabilities Dillon Consulting Limited																							
	[Date: 2019-01-31]																							
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Data s	ources:		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 : 100	UxF÷100	V - X
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E	loyment Equity			1		orce An						***			·		Data A	•		T				
Occi	ipational Group	Year	All			orkforce Persons with		1		All		Hires Persons w	th Disabilitie	,	All	P	romotio Persons w	ns th Disabilities	,	All	1	ermina Persons	tions with Disabiliti	es
(EE	OG)		Employees	Represen		Avails		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference	Employees	A	etual	Expected	Difference
	Other Sales & Service Personnel	# 2016 2019	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	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	1	(, 0	.0 0	
14	Workers	2019 2016	0 576	0 10	0.0	0.0 4.4		0 -15	0.0 39.5	0	0	0.0	0	0	0	0	0.0	0	0	0	(0	.0 0.	0
Total		2016	704	16	2.3	8.5			26.7	343	7	2.0	29	-22	71	0	0.0	1	-1	199	2	! 1	.0 3	-1
-																		•					•	
Data s	ources:		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÷Kx 100	Part 3: Goals	F ÷ M x 100											
5			↓	<u> </u>	\	\	1	<u> </u>	\	1	<u> </u>	<u> </u>	\											
				Entran	ts		O.			oals														
	loyment Equity pational Group	Year		ow Data Persons				rm Goals			Long-teri Persons with							c	ommen	te				
(EE			All Employees	Disabil Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					·	ommen	15				
		#	#	#	%	#	%	%	%	#	Goar Met	%	Goar Met											
1 131	Other Sales & Service Personnel	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0 0.0											
\vdash	Other Manual	2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14	Workers	2022 2019	0 414	0 7	0.0 1.7	0	0.0	0.0	0.0	^	0.0	0.0	0.0											
Total		2019	414	7	1.7	U	0.0	0.0	1485.3	U	0.0	0.0	1483.2											

Dillow Constraints Limited Dillow Constraints Limited Dillow Constraints Limited Dillow Constraints Limited Dillow Constraints Limited Dillow Constraints Limited Dillow Constraints Dillow C		Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities																							
B										1 41		illon Co	nsultin	g Limit		ities									002813
Part												[Date	: 2019-	01-31]											
Secretary Secr	Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Supply ment Equity Supply	Data s	sources:		Workforce	Workforce		Workforce		E - H			Flow Data		K x G ÷ 100	L - N		Flow Data		P x F ÷ 100	Q-S		Flow Data		U x F ÷ 100	V - X
Companies Comp				,	<u> </u>	\	•	· · · · · · · · · · · · · · · · · · ·	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	•	1	•	<u> </u>	\		<u> </u>	<u> </u>	—
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Senior Managers 2010 12 1 1 1 1 1 1 1 1					Represe	ntation			Gan	FE Result		Act			Difference		Ac			Difference		Act			Difference
No. Control Managers 2019 12 0 0.0 11.5 1 41 0.0 0 1 1000 0 1 6 0 0.0 1 1 5 2 4.0 0			#	#	#						ļ			#										#	#
Middle & Other 2016 60	01	Senior Managers			l :			: 1	0	82.5															
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03 Professionals 2016 282 25 8.9 21.9 65 3.7 40.5 1.0	02										5	0	0.0	1	_1	30	1	3.3	3	-2	5	0	0.0	1	-1
Semi-Professionals & 2016 423 51 12.1 24.9 105 544 48.4 250 35 14.0 62 -27 31 2 6.5 3 -1 125 17 13.6 11		-										Ť	0.0			30	1	0.0			, i	Ť	0.0	-	-
Comments	03	Professionals			51					48.4	250	35	14.0	62	-27	31	2	6.5	3	-1	125	17	13.6	11	6
Supervisors 2016 4 0 0 0 3.2 0 0 0 0 0 0 0 0 0	04											_													
Solution Continue		Technicians			:						56	7	12.5	11	-4	1	0	0.0	0	0	36	7	19.4	2	5
Data sources	05	Supervisors		· ·	1				0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Part 2: Flow Part 2: Flow Part 3: Flow Part	06	Supervisors: Crafts &		0	0	0.0	0.0	0	0	0.0															
Part 2 Flow Dark Analysis Part 2 Flow Dark Analysis Part 3 Flow Dark Analysis Part 3 Flow Part 3 F		Trades	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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New Entrants	<u> </u>			<u> </u>	ll					<u> </u>		<u> </u>		<u> </u>											
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O Senior Managers 2022 7 1 14.3 0 1.12422.4 0.1 12422.4			#	#	#	%	#		%		#		%												
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04 Technicians 2022 57 7 12.3 0.2 6429.7 05 Supervisors 2019 0 0 0.0 0.0 0.0 0.0 0.0 0.0 06 Supervisors: Crafts & 2019 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																									
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	Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities																							
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											[Date	: 2019-	01-31]											
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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a				1		orce An											Data Aı	•						
	loyment Equity upational Group	Year	All		W	orkforce Visible V	1 dinorities			All		Hires Visible	Minorities		All	P	romotioi Visible	1S Minorities		All	Te	rminatio Visible	Minorities	
(EE	OG)		Employees	Represer	ntation	Avails		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Ac		Expected	Difference	Employees	Act		Expected	Difference
		#	H	#	%	%	Ħ	#	%	#	#	%	#	#	#	#	%	Ħ	#	#	#	%	#	#
	Administrative & Senior Clerical	2016 2019	38 39	7 4	18.4 10.3	12.0 16.7	: 1	-3	153.5 61.4	19	3	15.8	3	0	3	0	0.0	1	1	16	3	18.8	3	0
\vdash	Skilled Sales &	2016	0	0		0.0		0	0.0	17		13.0		Ů		Ů	0.0			10	, , , , , , , , , , , , , , , , , , ,	10.0		
\vdash	Service Personnel	2019	0	0	0.0	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 & Frades Workers	2016 2019	0	0	0.0	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	48	5		9.0		1	115.7		Ů	0.0		Ů	Ů		0.0		Ů	Ů		0.0	0	V
\square		2019	36	4	11.1	18.7		-3	59.4	12	1	8.3	2	-1	0	0	0.0	0	0	12	1	8.3	1	0
	Intermediate Sales & Service Personnel	2016 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
\vdash	Semi-Skilled Manual	2016	0	0	0.0	0.0		0	0.0	0	Ů	0.0	-				0.0		0	·		0.0	0	
12	Workers	2019	0	0	0.0	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 s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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				Entran	ıts					oals														
	loyment Equity	Year	FI	ow Data Visible Mi			Short-tei Visible N		S		Long-teri Visible Mi								-					
(EE	ipational Group OG)		All Employees	Actu		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(Commen	TS .				
		#	#	#	9/6	#	Goal Met %	%	Goal Met	#	Goal Met	%	Goal Met											
1 07/1	Administrative &	2019	22	3	13.6	0		0.0		0	0.0	0.0	0.0											
\vdash	Senior Clerical	2022	22	3		_		0.2	8165.5			0.2	8165.5											
1 081	Skilled Sales & Service Personnel	2019	0	0		0	0.0	0.0		0	0.0	0.0	0.0											
00	Skilled Crafts &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
\parallel	Trades Workers	2022 2019	0	0		0	0.0	0.0	_	^	0.0	0.0 10.0	0.0 83.3											
10	Clerical Personnel	2019	12 12	1 1	8.3 8.3	U	0.0	0.0	0.0 4456.3	U	0.0	0.2	4456.3											
	intermediate Sales &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
\vdash	Service Personnel Semi-Skilled Manual	2022 2019	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
	Workers	2019	0	0		U	0.0	0.0		U	0.0	0.0	0.0											

	Federal Contractors Program Achievement Report																							
									Par	t 7: Resu					rities									915
	Dillon Consulting Limited 8																							
	[Date: 2019-01-31]																							
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
Data so	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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	loyment Equity pational Group	Year	All		W	orkforce Visible M				All		Hires Visible	Minorities		All	P	romotio Visible	Minorities		All	Te	rminatio Visible	Minorities	
(EE	OG)		Employees	Represer	tation	Availa	bility	Gap	EE Result	Employees	Act		Expected	Difference	Employees	Ac	ual	Expected	Difference	Employees	Acti		Expected	Difference
	Other Sales & Service	# 2016	# 0	# 0	0.0	0.0	# 0	# 0	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	H
1 151	Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	Other Manual Workers	2016 2019	0	0	0.0	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	576	52	9.0	18.1	104	-52	49.9	0	0	0.0	0	0		0	0.0	0	0		0	0.0	0	- U
Total		2019	704	74	10.5	22.2	156	-82	47.3	343	47	13.7	76	-29	71	3	4.2	6	-3	199	30	15.1	18	12
Data so	ources:		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÷Kx 100	Part 3: Goals	F÷M x 100											
3			↓		V		\	\	V	\	, , , , , , , , , , , , , , , , , , ,	\	↓											
				Entran	ts					oals	_													
	loyment Equity pational Group	Year		ow Data Visible Mi	norities			rm Goals linorities			Long-teri Visible Mi							(ommen	ts				
(EE	•		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						· ommen					
		#	Ħ	#	0/0	#	%	%	%	#	%	%	%											
1 131	Other Sales & Service Personnel	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Other Manual	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Workers	2022 2019	414	50	0.0	0	0,0	0.0	0.0	0	0.0	0.0	0.0											
Total		2022	414	50	12.1	7	v.v	0.2	6678.7	V		0.2	6672.5											

Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Dillon Consulting Limited [Date: 2019-01-31]

Efforts

✓

equity.

Ple C

	check the appropriate boxes next to the efforts that your organization made to implement the Federal etors Program.
Requi	red measures:
/	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
J	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.
V	Ensured that any new gaps identified are addressed accordingly.
V	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.
V	Communicated the goals to relevant managers as well as monitored and recorded the results.
V	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

V	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.
V	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
\checkmark	Other (please describe):
	AODA program reviewed and extended nation-wide; initiated research, which resulted in an action plan for the recruitment and retention of Aboriginal at Dillon; Company-wide training on: Anti-Harassment, Anti-Discrimination, Anti-Violence, Benefits of Diversity; Women in Dillon initiative first introduced in 2009, which has been a successful component of Dillon's hiring and retention of women - this committee provides information sessions, lunch & learns, and participates in external networking events: Please refer to attachment for further information.
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
\checkmark	Impact of economic and industrial conditions on the organization.
	After experiencing period of growth our business entered flat market conditions and our financial performance declined over the three year period.
\checkmark	Any reorganization or other corporate structural changes.
	Several organizational changes, including: - Change in senior management (including CEO & President) - Dillon embarked on a growth strategy, which precipitated changes at the Senior Management and Human Resources levels
/	Acquisitions, mergers or transfers of employees.
	Acquisition of small firm (~15 people)
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

Additional Details

Please provide any additional information (optional):

We have revised/updated our approach to the Occupational Group data for 2019 with respect to the Middle and other Managers category, which reduced the count in that Occupational Group and increased the counts at the Professional and Semi-Professional levels. This was done to improve alignment with the FCP's definition of this category, as well as to more accurately reflect how we actually operate at Dillon.

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Dillon Consulting Limited

Primary Location: Toronto, Ontario

Number of Employees: 704

Ontario	395
Manitoba	85
New Brunswick	67
Nova Scotia	55
Alberta	38
British Columbia	33
Newfoundland and Labrador	12
Northwest Territories	12
Saskatchewan	7

Organization Overview:

NAICS # 5413 (Architectural, Engineering and Related Services)

Dillon Consulting Limited provides design and consulting services related to facilities, environment, community development, and infrastructure in Canada and internationally. The company offers landscape architecture and environmental design, planning and designs, planning and development strategies, and transportation systems planning; environmental management and atmospheric services, environmental science, geoscience, and natural resource management; facilities engineering and design services; and municipal engineering, transportation engineering, waste management and remediation solutions, and water resource and watershed modeling services. It serves the government sector, including federal, provincial/territorial, and municipal governments, as well as aboriginal communities, crown corporations, and institutions. It serves the industry sector, including manufacturing, transportation and distribution, chemicals, legal, financial services, environmental services, construction companies, infrastructure contractors, and public-private partnerships. It also serves the real estate sector, such as new urban land, property and facilities management, recreation and resort developments, redevelopment and brownfields; and the resources sector, which comprise power, mining, forestry, and oil and gas industries.

Key Dates – First Year Assessment

Initiated: 2016-04-01 Received: 2016-04-29 Closed: 2016-05-10 Workforce 2016-04-26

Analysis:

Key Dates – Subsequent Assessment

2019-02-02 Initiated: Received: 2019-02-14

Workforce

Analysis: 2019-01-31

DATA VERIFICATION

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

⊠ Yes □ No

Comments:

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

Comments:

The period reported on the Achievement report is 2016-04-27 to 2019-01-31. The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, many gaps were found in different EEOG's in each designated group. In the previous assessment short and long-term goals were set in percentage format only which is being used for the purpose of this assessment.

Women

02	Middle & Other Managers	Goal not met (achieved 51.4%).
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Assessment/Observations



EEOG 02 - Out of 35 new entrants, nine were from this designated group. The market availability is 38.9%. The company had set a goal of hiring or promoting 50.0% and achieved 51.4% of the goal set.

Aboriginal Peoples

03	Professionals	Goal not met (achieved 35.6%)
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal met (achieved 166.7%)

Assessment/Observations

- EEOG 03 Out of 281 new entrants, five were from this designated group. The market availability is 1.3%. The company had set a goal of hiring or promoting 5.0% and achieved 35.6% of the goal set.
- EEOG 04 Out of 57 new entrants, none were from this designated group. The market availability is 3.6%. The company had set a goal of hiring or promoting 5.0% and by hiring / promoting, none they achieved 0.0% of the goal set.
- EEOG 07 Out of 22 new entrants, none were from this designated group. The market availability is 4.7%. The company had set a goal of hiring or promoting 5.0% and by hiring / promoting, none achieved 0.0% of the goal set.
- EEOG 10 Out of 12 new entrants, one was from this designated group. The market availability is 4.7%. The company had set a goal of hiring or promoting 5.0% and achieved 166.7% of the goal set.

Persons with Disabilities

01/02	Managers	Goal not met (achieved 0.0%)
03	Professionals	Goal not met (achieved 35.6%)
04	Semi-Professionals & Technicians	Goal not met (achieved 70.2%)
05	Supervisors	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal not met (achieved 0.0%)

Assessment/Observations

- EEOG 01/02 Out of 42 new entrants, none were from this designated group. The market availability is 4.3%. The company had set a goal of hiring or promoting 5.0% and by hiring / promoting, none achieved 0.0% of the goal set.
- EEOG 03 Out of 281 new entrants, five were from this designated group. The market availability is 3.8%. The company had set a goal of hiring or promoting 5.0% and achieved 35.6% of the goal set.
- EEOG 04 Out of 57 new entrants, two were from this designated group. The market availability is 4.6%. The company had set a goal of hiring or promoting 5.0% achieved 70.2% of the goal set.

- EEOG 05 There were no new entrant in this EEOG from this designated group. The market availability is 13.9%. The company had set a goal of hiring or promoting 5.0% and by hiring / promoting, none achieved 0.0% of the goal set.
- EEOG 10 Out of 12 new entrants, none were from this designated group. The market availability is 7.0%. The company had set a goal of hiring or promoting 5.0% and by hiring / promoting, none achieved 0.0% of the goal set.

Members of Visible Minorities

02	Middle & Other Managers	Goal not met (achieved 11.4%)
03	Professionals	Goal not met (achieved 52.7%)
04	Semi-Professionals & Technicians	Goal not met (achieved 49.1%)

Assessment/Observations

- EEOG 02 Out of 35 new entrants, one was from this designated group. The market availability is 15.0%. The company had set a goal of hiring or promoting 25.0% and achieved 11.4% of the goal set.
- EEOG 03 Out of 281 new entrants, thirty-seven were from this designated group. The market availability is 21.9%. The company had set a goal of hiring or promoting 25.0% and achieved 52.7% of the goal set.
- EEOG 04 Out of 57 new entrants, seven were from this designated group. The market availability is 18.0%. The company had set a goal of hiring or promoting 25.0% and achieved 49.1% of the goal set.

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 2016-04-26 to 2019-01-31.
 - During their initial assessment, the organization set thirteen short-term goals. One was achieved above 80% of the goal set while the employer put some effort in reducing the gap in seven.
 - The employer experienced a period of growth and then entered a flat market conditions. In addition, the financial performance declined over the three-year period.
 - Several organizational changes happened during this period including the change in senior management (including CEO and President) and thus embarked on a growth strategy.
 - Dillon Consulting Ltd also acquired a small firm (approx. 15 employees).

ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format.
- All short and long-term goals are set at labour market availability.

Women

	Workforce Analysis Results		Goals			
			Short-	Long-	Representation	LMA
Emp	Employment Equity Occupational Group		term	term	Representation	LIVIA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-7	39.4	39.4	23.9	39.4

Observations:

• Short and long-term goal set as per the market availability.

Aboriginal Peoples

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3 +		
			years)	years)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-2	1.7	1.7	1.2	1.7
04	Semi-Professionals & Technicians	-2	4.3	4.3	1.4	4.3
07	Admin. & Senior Clerical Personnel	-2	4.3	4.3	0.0	4.3

Observations:

All short and long-term goals are set as per the market availability.

Persons with Disabilities

	Workforce Analysis Results		Goals			
			Short-	Long-	Representation	LMA
Em	Employment Equity Occupational Group		term	term	Representation	
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%

01/	Managers	-3	5.0	5.0	0.0	5.0
03	Professionals	-29	8.9	8.9	2.1	8.9
04	Semi-Professionals & Technicians	-7	7.6	7.6	2.8	7.6
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Admin. & Senior Clerical Personnel	-2	10.0	10.0	5.1	10.0
10	Clerical Personnel	-2	9.3	9.3	2.8	9.3

Observations:

All short and long-term goals are set as per the market availability.

Members of Visible Minorities

Workforce Analysis Results			Goals			
Emp	Employment Equity Occupational Group (EEOG)		Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-5	17.6	17.6	6.5	17.6
03	Professionals	-54	24.9	24.9	12.1	24.9
04	Semi-Professionals & Technicians	-16	19.1	19.1	7.7	19.1
07	Admin. & Senior Clerical Personnel	-3	16.7	16.7	10.3	16.7
10	Clerical Personnel	-3	18.7	18.7	11.1	18.7

Observations:

• All short and long-term goals are set as per the market availability.

RECOMMENDATION

I recommend that the employer be found:

 \boxtimes in compliance \square 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:

• Dillon Consulting Limited has a number of gaps in all four designated groups. It may be beneficial for this organization to develop relationships with colleges, universities or other

- professional associations to identify and hire qualified students or professionals that are part of these designated groups when vacancies arise.
- The company may want to consider conducting an employment systems review for EEOG
 03 in persons with disabilities group & EEOG 03 and EEOG 04 in members of visible
 minorities group, in order to identify any potential barriers to the recruitment and
 retention of individuals in all the mentioned 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

Name of Analyst: Neena Sharan

Date: March 27, 2019

From: Sharan, Neena N [NC] On Behalf Of EE-EME

Sent: April 5, 2019 1:08 PM

To: 'gkomar@dillon.ca' <gkomar@dillon.ca>; 'cfmarsden@dillon.ca' <cfmarsden@dillon.ca>; 'Mildner, Caitlin' <cmildner@dillon.ca>

Subject: Government of Canada Agreement Number: V060409 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Gary J. Komar:

I am writing to inform you that the subsequent compliance assessment initiated on February 2, 2019 has been completed. As a result of the assessment, Dillon Consulting Limited has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment</u> 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 the Dillon Consulting Limited employment equity program.

- Dillon Consulting Limited has a number of gaps in all four designated groups. It may be beneficial
 for this organization to develop relationships with colleges, universities or other professional
 associations to identify and hire qualified students or professionals that are part of these
 designated groups when vacancies arise.
- The company may want to consider conducting an employment systems review for EEOG 03 in persons with disabilities group & EEOG 03 and EEOG 04 in members of visible minorities group, in order to identify any potential barriers to the recruitment and retention of individuals in all the mentioned 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.1intlnf.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 February 2, 2022. 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, Dillon Consulting Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are 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 <u>Workplace Equity Information Management System</u> (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 <u>ee-eme@hrsdc-rhdcc.gc.ca</u>.

Your cooperation during the course of this compliance assessment was appreciated and we wish Dillon Consulting Limited continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



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