

Human Resources
Development CanadaDéveloppement des ressources
humaines Canada

Labour Branch

Direction générale du travail

Federal Contractors
Program

Programme de contrats fédéraux

OFFICIAL USE ONLY
CERTIFICATE NO.

Certificate of Commitment to Implement Employment Equity

ORGANIZATION			
Legal name of organization Dillon Consulting Limited		Parent company is located outside Canada	
Operating Name (if different)		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of Industry (sector, purpose, etc.) Consulting Engineers, Planners and Environmental Scientists		Total no. employees in Canada (Full-Time/Part-Time) ▶ 721	
HEAD OFFICE			
Address (street, building, etc.) 235 Yorkland Boulevard, Suite 800		City Toronto	Province ON
		Telephone 416-229-4646	Postal Code M2J 4Y8
		Fax 416-229-4692	
EMPLOYMENT EQUITY CONTACT			
Name Catherine Marsden		Title Manager, Policies, Programs & Staffing	
Telephone 416-229-4646		Email cfmarsden@dillon.ca	
CERTIFICATION			
The above-named organization:			
<ul style="list-style-type: none"> • having a workforce of 100 or more permanent full-time and/or permanent part-time employees in Canada, AND • intending to bid on, or being in receipt of, a Government of Canada goods or services contract valued at \$1,000,000.00 or more, 			
hereby certifies its commitment to implement and/or renew its commitment to employment equity, if awarded the aforementioned contract, in keeping with the Criteria for Implementation under the Federal Contractors Program for Employment Equity.			
SIGNATORY			
NOTE: If the person who signs this certificate on behalf of the organization named above is NOT the Chief Executive Officer, it is understood that they hold a senior management position with the authority to implement Employment Equity in the organization.			
Name (print) Gary J. Komar		Title President	
Signature 		Date December 12, 2014	
RETURN INSTRUCTIONS			
IMPORTANT:			
<ul style="list-style-type: none"> • You must include the <i>signed original</i> of this form with your bid. • You must also fax a <i>copy</i> of the signed form to Labour Branch, at (819) 953-8768. 			



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)



	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	394	1	0	395	Calgary	38	0	0	38
Nova Scotia	54	1	0	55	Halifax	43	1	0	44
New Brunswick	67	0	0	67	Toronto	119	0	0	119
Manitoba	85	0	0	85	Vancouver	33	0	0	33
British Columbia	33	0	0	33	Winnipeg	85	0	0	85
Saskatchewan	7	0	0	7	St. John's	12	0	0	12
Alberta	38	0	0	38	Saint John	32	0	0	32
Newfoundland and Labrador	12	0	0	12	Ottawa - Gatineau	29	0	0	29
Northwest Territories	12	0	0	12	Kitchener - Cambridge - Waterloo	44	0	0	44
Total Employees in Canada				704	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 CMAs	16	0	0	16



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

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	9	3									
	Total	12	9	3									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	45	35	10	1	1					2	2	
	Total	45	35	10	1	1					2	2	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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 Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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

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

002757

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5		5							1		1
	Total	5		5							1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	38		38				1		1	4		4
	Total	38		38				1		1	4		4
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	36	2	34	1		1	1		1	4		4
	Total	36	2	34	1		1	1		1	4		4
Total Number of Employees		702	418	284	9	4	5	15	9	6	73	45	28



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

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

002758

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1							1		1
	Total		1		1						1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

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

002760

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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



Dillon Consulting Limited (certificate # V060409)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2016-04-27 to 2019-01-31

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

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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



Workplace Equity Information Management System - Dillon Consulting Limited

Workforce Analysis - Detailed Report

Date: 2019-01-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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
4162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	43.8 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	1	100.0 %	66.4 %	1	0	National
04 : 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



Workplace Equity Information Management System - Dillon Consulting Limited

Workforce Analysis - Detailed Report

Date: 2019-01-31

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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 Labrador
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 Labrador
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



Workplace Equity Information Management System - Dillon Consulting Limited

Workforce Analysis - Detailed Report

Date: 2019-01-31

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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



Workplace Equity Information Management System - Dillon Consulting Limited

Workforce Analysis - Detailed Report

Date: 2019-01-31

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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



Workforce Analysis - Detailed Report

Date: 2019-01-31

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Women

Employment Equity Occupational Group	Internal Location	Women					Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	
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



Workforce Analysis - Detailed Report

Date: 2019-01-31

Aboriginal Peoples

002769

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		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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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		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 Labrador
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 Labrador
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 #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		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



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		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	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation #	Availability %	Gap #	
Total		704	9	1.3 %	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 #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
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
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	15.0 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	30.4 %	0	0	National
4164 : 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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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
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 Labrador
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 Labrador
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 #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		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 #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		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



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities					Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	
Total		704	74	10.5 %	22.2 %	156	-82

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	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



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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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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



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Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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

Total may not equal sum of components due to rounding.



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Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		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

Total may not equal sum of components due to rounding.



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Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees #	Representation		Availability		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

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-01-31

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		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

Total may not equal sum of components due to rounding.



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	CMA



Workforce Analysis - Summary Report

Date: 2019-01-31

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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 First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	26

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	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	0	0.00
		0	0	0.00
		36	34	69.30
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		704	286	33.4

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	26

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			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

*** Source:**

2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

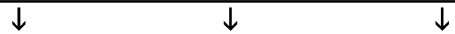
Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		12	0	3.20
		46	1	2.70
		423	5	1.70
		143	2	4.30
		5	0	3.70
		0	0	0.00
		39	0	4.30
		0	0	0.00
		0	0	0.00
		0	0	0.00
		36	1	3.60
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		704	9	2.6

*** Source:**

2011 National Household Survey

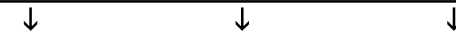
Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Dillon Consulting Limited
 [Date: 2019-01-31]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	26

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		#	#	%
01	Senior Managers	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

*** Source:**
2011 National Household Survey

Employment Equity Occupational Group (EEOG)		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		#	#	%
		12	0	11.50
		46	3	17.60
		423	51	24.90
		143	11	19.10
		5	1	18.10
		0	0	0.00
		39	4	16.70
		0	0	0.00
		0	0	0.00
		0	0	0.00
		36	4	18.70
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		704	74	22.2

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Dillon Consulting Limited
[Date: 2019-01-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	04	26

End Date of Flow Data		
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	6	3	0	0	5	2	0	0
02 Middle & Other Managers	5	2	0	0	30	7	0	0	5	3	0	0
03 Professionals	250	100	0	0	31	11	0	0	125	55	0	0
04 Semi-Professionals & Technicians	56	19	0	0	1	0	0	0	36	11	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	18	0	0	3	3	0	0	16	15	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	12	12	0	0	0	0	0	0	12	11	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	343	151	0	0	71	24	0	0	199	97	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Dillon Consulting Limited

[Date: 2019-01-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	04	26

End Date of Flow Data		
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	6	0	0	0	5	0	0	0
02 Middle & Other Managers	5	0	0	0	30	1	0	0	5	0	0	0
03 Professionals	250	5	0	0	31	0	0	0	125	1	0	0
04 Semi-Professionals & Technicians	56	0	0	0	1	0	0	0	36	1	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	0	0	0	3	0	0	0	16	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	12	1	0	0	0	0	0	0	12	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	343	6	0	0	71	1	0	0	199	4	0	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Dillon Consulting Limited
[Date: 2019-01-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	04	26

End Date of Flow Data		
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted
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Data from Form 6 - Employees Terminated
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Table 4: Members of Visible Minorities

↓ ↓ ↓ ↓

Table 8: Members of Visible Minorities

↓ ↓ ↓ ↓

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	1	0	0	6	0	0	0	5	2	0	0
02 Middle & Other Managers	5	0	0	0	30	1	0	0	5	0	0	0
03 Professionals	250	35	0	0	31	2	0	0	125	17	0	0
04 Semi-Professionals & Technicians	56	7	0	0	1	0	0	0	36	7	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	3	0	0	3	0	0	0	16	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	12	1	0	0	0	0	0	0	12	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	343	47	0	0	71	3	0	0	199	30	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002796

Data for First/Previous Goals

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

Table 1: Women

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2016
	2016-04-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-26	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
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.

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
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		

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002797

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2016
	2016-04-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-04-26	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	12	0.0%		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%		0	8.8%		0	0	1	0.0%	0	0	0	2.2%	0	0	1.5%	1.5%		
03 Professionals	282	14.5%		0	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%		0	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	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	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	38	0.9%		0	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	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	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	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	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.

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
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		

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002798

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities												
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To	YYYY - YYYY					
	2016-04-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-04-26	Annually	Over 3 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	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	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	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		

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002799

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees										Members of Visible Minorities										
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Actual	Over 3 Years	Over 3 Years	From - To		YYYY - YYYY						
	2016-04-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-26	Annually	Over 3 Years	2016	2019									
	#	%	%	#	%	%	#	#	%	#	#	%	%								
01 Senior Managers	12	0.0%		0	41.7%		0	0	1	0.0%	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
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		

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002800

Data for Subsequent/Current Goals

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

Start Here Table 9: Women

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-01-31	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%	
01 Senior Managers	12	0.0%		0	41.7%		0	0	3	0.0%	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	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	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	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	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	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	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.

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

Table 10: Women

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0%		
02 Middle & Other Managers	39.4%		
03 Professionals	0.0%		
04 Semi-Professionals & Tech	0.0%		
05 Supervisors	0.0%		
06 Supervisors: Crafts & Trades	0.0%		
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%		
Total	39.4%		

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002801

Data for Subsequent/Current Goals

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

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

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-01-31	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	%	#	#	%	%
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 Professionals	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!		
Total	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.

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
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	

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002802

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-01-31	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	%	#	#	%	%
01/02 Managers	58	-5.9%	2.0%	3	25.3%	5.0%	9	12	0	5.0%	0	3	1	5.0%	5.0%	-3	-2	0.0%	1.6%	
03 Professionals	423	14.5%	12.0%	152	35.5%	12.5%	159	311	9	12.5%	3	45	28	8.9%	8.9%	-29	-17	2.1%	5.9%	
04 Semi-Professionals & Tech	143	4.6%	12.0%	51	26.9%	12.5%	54	105	4	12.5%	2	13	8	7.6%	7.6%	-7	-5	2.8%	5.2%	
05 Supervisors	5	7.7%		0	0.0%		0	0	0	0.0%	0	1	0	27.5%	27.5%	-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%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	39	0.9%	2.0%	2	41.6%	12.5%	15	17	2	12.5%	1	3	2	10.0%	10.0%	-2	-1	5.1%	7.3%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	36	-9.1%	2.0%	2	28.6%	12.5%	14	16	1	12.5%	0	3	1	9.3%	9.3%	-2	-2	2.8%	5.3%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	704	6.9%	6.0%	127	31.1%	11.0%	232	359	16	11.0%	5	60	41	11.4%	8.5%	-44	-19	2.3%	6.3%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		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%	

Federal Contractors Program Achievement Report

Part 3: Goals

Dillon Consulting Limited

[Date: 2019-01-31]

002803

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-31	Annually	Over 3 Years	2019	2022								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
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	12.5%	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	0	0	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%	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%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	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%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
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.

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
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%	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Dillon Consulting Limited

[Date: 2019-01-31]

002804

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	12	3	25.0	27.4	3	0	91.2																	
	2019	12	3	25.0	27.6	3	0	90.6	1	0	0.0	0	0	6	3	50.0	2	2	5	2	40.0	1	1		
02 Middle & Other Managers	2016	67	15	22.4	38.9	26	-11	57.6																	
	2019	46	11	23.9	39.4	18	-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	104	36.9	27.0	76	28	136.6																	
	2019	423	155	36.6	29.8	126	29	123.0	250	100	40.0	75	26	31	11	35.5	11	0	125	55	44.0	46	9		
04 Semi-Professionals & Technicians	2016	125	34	27.2	17.8	22	12	152.8																	
	2019	143	39	27.3	19.7	28	11	138.4	56	19	33.9	11	8	1	0	0.0	0	0	36	11	30.6	10	1		
05 Supervisors	2016	4	4	100.0	61.8	2	2	161.8																	
	2019	5	5	100.0	56.2	3	2	177.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	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 sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2019	7	3	42.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	7	3	42.9			0.0	0.0			0.0	0.0	0.0	
02 Middle & Other Managers	2019	35	9	25.7	0	0.0	50.0	51.4	0	0.0	50.0	51.4		
	2022	35	9	25.7			0.4	6526.5			0.4	6526.5		
03 Professionals	2019	281	111	39.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	281	111	39.5			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	57	19	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	57	19	33.3			0.0	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	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Dillon Consulting Limited

[Date: 2019-01-31]

002805

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	38	37	97.4	83.2	32	5	117.0																
	2019	39	39	100.0	81.6	32	7	122.5	19	18	94.7	16	2	3	3	100.0	3	0	16	15	93.8	16	-1	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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	45	93.8	71.5	34	11	131.1																
	2019	36	34	94.4	69.3	25	9	136.3	12	12	100.0	8	4	0	0	0.0	0	0	12	11	91.7	11	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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 sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	22	21	95.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	22	21	95.5										
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
10 Clerical Personnel	2019	12	12	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	12	12	100.0										
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	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	0.0		
	2022	0	0	0.0										

Federal Contractors Program Achievement Report

Part 4: Results - Women

Dillon Consulting Limited

[Date: 2019-01-31]

002806

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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
Total	2016	576	242	42.0	34.1	196	46	123.2																
	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 ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	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	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	414	175	42.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	414	175	42.3			0.4	10728.6			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Dillon Consulting Limited

[Date: 2019-01-31]

002807

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	12	0	0.0	2.9	0	0	0.0																
	2019	12	0	0.0	3.2	0	0	0.0	1	0	0.0	0	0	0	6	0	0.0	0	0	5	0	0.0	0	0
02 Middle & Other Managers	2016	67	1	1.5	2.2	1	0	67.8																
	2019	46	1	2.2	2.7	1	0	80.5	5	0	0.0	0	0	0	30	1	3.3	0	1	5	0	0.0	0	0
03 Professionals	2016	282	1	0.4	1.3	4	-3	27.3																
	2019	423	5	1.2	1.7	7	-2	69.5	250	5	2.0	4	1	31	0	0.0	0	0	125	1	0.8	0	1	
04 Semi-Professionals & Technicians	2016	125	3	2.4	3.6	5	-2	66.7																
	2019	143	2	1.4	4.3	6	-4	32.5	56	0	0.0	2	-2	1	0	0.0	0	0	36	1	2.8	1	0	
05 Supervisors	2016	4	0	0.0	3.6	0	0	0.0																
	2019	5	0	0.0	3.7	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	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 sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0		
	2022	7	0	0.0			0.0	0.0			0.0	0.0			
02 Middle & Other Managers	2019	35	1	2.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0		
	2022	35	1	2.9			0.0	0.0			0.0	0.0			
03 Professionals	2019	281	5	1.8	0	0.0	5.0	35.6	0	0.0	5.0	35.6			
	2022	281	5	1.8			0.0	10466.8			0.0	10466.8			
04 Semi-Professionals & Technicians	2019	57	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0			
	2022	57	0	0.0			0.0	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	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Dillon Consulting Limited

[Date: 2019-01-31]

002808

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	38	1	2.6	4.7	2	-1	56.0																	
	2019	39	0	0.0	4.3	2	-2	0.0	19	0	0.0	1	-1	3	0	0.0	0	0	0	16	1	6.3	0	1	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	
10 Clerical Personnel	2016	48	1	2.1	4.7	2	-1	44.3																	
	2019	36	1	2.8	3.6	1	0	77.2	12	1	8.3	0	1	0	0	0.0	0	0	12	1	8.3	0	1		
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	22	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0		
	2022	22	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical 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		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	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	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Dillon Consulting Limited

[Date: 2019-01-31]

002809

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0
Total	2016	576	7	1.2	2.4	14	-7	50.6																	
	2019	704	9	1.3	2.6	18	-9	49.2	343	6	1.7	9	-3	71	1	1.4	1	0	199	4	2.0	2	2	2	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	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	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	414	7	1.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	414	7	1.7			0.0	4924.7			3.4	49.7	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Dillon Consulting Limited

[Date: 2019-01-31]

002810

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01 & 02 Managers	2016	79	1	1.3	4.3	3	-2	29.4																	
	2019	58	0	0.0	5.0	3	-3	0.0	6	0	0.0	0	0	36	0	0.0	0	0	10	0	0.0	0	0	0	
03 Professionals	2016	282	3	1.1	3.8	11	-8	28.0																	
	2019	423	9	2.1	8.9	38	-29	23.9	250	5	2.0	22	-17	31	0	0.0	0	0	125	0	0.0	1	-1		
04 Semi-Professionals & Technicians	2016	125	2	1.6	4.6	6	-4	34.8																	
	2019	143	4	2.8	7.6	11	-7	36.8	56	2	3.6	4	-2	1	0	0.0	0	0	36	1	2.8	1	0		
05 Supervisors	2016	4	0	0.0	13.9	1	-1	0.0																	
	2019	5	0	0.0	27.5	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2019	42	0	0.0	0	0.0	5.0	0.0	0	0.0	30.00	0.0		
	2022	42	0	0.0			0.1	0.0			0.05	0.0		
03 Professionals	2019	281	5	1.8	0	0.0	5.0	35.6	0	0.0	30.00	5.9		
	2022	281	5	1.8			0.1	1999.3			0.09	1999.3		
04 Semi-Professionals & Technicians	2019	57	2	3.5	0	0.0	5.0	70.2	0	0.0	30.00	11.7		
	2022	57	2	3.5			0.1	4616.8			0.08	4616.8		
05 Supervisors	2019	0	0	0.0	0	0.0	5.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.3	0.0			0.28	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Dillon Consulting Limited

[Date: 2019-01-31]

002811

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
07 Administrative & Senior Clerical	2016	38	2	5.3	3.4	1	1	154.8																	
	2019	39	2	5.1	10.0	4	-2	51.3	19	0	0.0	2	-2	3	0	0.0	0	0	0	16	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	
10 Clerical Personnel	2016	48	2	4.2	7.0	3	-1	59.5																	
	2019	36	1	2.8	9.3	3	-2	29.9	12	0	0.0	1	-1	0	0	0.0	0	0	12	1	8.3	1	1		
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	%	#	%	%	%	#	%	%	%		
07 Administrative & Senior Clerical	2019	22	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	22	0	0.0			0.1	0.0			0.1	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	12	0	0.0	0	0.0	5.0	0.0	0	0.0	0.0	0.0		
	2022	12	0	0.0			0.1	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	0.0	0.0		
	2022	0	0	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	0.0		
	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]

002812

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	0
Total	2016	576	10	1.7	4.4	25	-15	39.5																	
	2019	704	16	2.3	8.5	60	-44	26.7	343	7	2.0	29	-22	71	0	0.0	1	-1	199	2	1.0	3	-1		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	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	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	414	7	1.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	414	7	1.7			0.1	1485.3			0.1	1483.2		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Dillon Consulting Limited

[Date: 2019-01-31]

002813

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	12	1	8.3	10.1	1	0	82.5																	
	2019	12	0	0.0	11.5	1	-1	0.0	1	1	100.0	0	1	6	0	0.0	1	-1	5	2	40.0	0	2		
02 Middle & Other Managers	2016	67	7	10.4	15.0	10	-3	69.7																	
	2019	46	3	6.5	17.6	8	-5	37.1	5	0	0.0	1	-1	30	1	3.3	3	-2	5	0	0.0	1	-1		
03 Professionals	2016	282	25	8.9	21.9	62	-37	40.5																	
	2019	423	51	12.1	24.9	105	-54	48.4	250	35	14.0	62	-27	31	2	6.5	3	-1	125	17	13.6	11	6		
04 Semi-Professionals & Technicians	2016	125	7	5.6	18.0	23	-16	31.1																	
	2019	143	11	7.7	19.1	27	-16	40.3	56	7	12.5	11	-4	1	0	0.0	0	0	36	7	19.4	2	5		
05 Supervisors	2016	4	0	0.0	3.2	0	0	0.0																	
	2019	5	1	20.0	18.1	1	0	110.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	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 sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
01 Senior Managers	2019	7	1	14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	7	1	14.3			0.1	12422.4			0.1	12422.4		
02 Middle & Other Managers	2019	35	1	2.9	0	0.0	25.0	11.4	0	0.0	10.0	28.6		
	2022	35	1	2.9			0.2	1623.4			0.2	1623.4		
03 Professionals	2019	281	37	13.2	0	0.0	25.0	52.7	0	0.0	10.0	131.7		
	2022	281	37	13.2			0.2	5288.1			0.2	5288.1		
04 Semi-Professionals & Technicians	2019	57	7	12.3	0	0.0	25.0	49.1	0	0.0	10.0	122.8		
	2022	57	7	12.3			0.2	6429.7			0.2	6429.7		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	10.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.2	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Dillon Consulting Limited

[Date: 2019-01-31]

002814

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	38	7	18.4	12.0	5	2	153.5																	
	2019	39	4	10.3	16.7	7	-3	61.4	19	3	15.8	3	0	3	0	0.0	1	-1	16	3	18.8	3	0		
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	
10 Clerical Personnel	2016	48	5	10.4	9.0	4	1	115.7																	
	2019	36	4	11.1	18.7	7	-3	59.4	12	1	8.3	2	-1	0	0	0.0	0	0	12	1	8.3	1	0		
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	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	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	22	3	13.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	22	3	13.6			0.2	8165.5			0.2	8165.5		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
10 Clerical Personnel	2019	12	1	8.3	0	0.0	0.0	0.0	0	0.0	10.0	83.3		
	2022	12	1	8.3			0.2	4456.3			0.2	4456.3		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	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	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Dillon Consulting Limited

[Date: 2019-01-31]

002815

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	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
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	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
Total	2016	576	52	9.0	18.1	104	-52	49.9																
	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 sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	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	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	414	50	12.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	414	50	12.1			0.2	6678.7			0.2	6672.5	

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

Efforts

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

Required measures:

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

Other measures:

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

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

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.

Operational Context

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

- Impact of economic and industrial conditions on the organization.

After experiencing period of growth our business entered flat market conditions and our financial performance declined over the three year period.

- 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

Initiated: 2019-02-02
 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:

Yes No

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 entrants 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%

01/ 02	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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	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:

in compliance in non-compliance

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

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

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsc-rhdcc.gc.ca.

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@hrsc-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!