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Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY  
Agreement N°

10000218

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Hill+Knowlton Strategies, a division of WPP Group Canada Communications Limited	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541820	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 215 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-name/naics-sciar/2002/naics-sciar02i-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-name/naics-sciar/2002/naics-sciar02i-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 160 Bloor St. East, Suite <del>800</del> 800	City Toronto	Province ON	Postal Code M4W 3P7
	Telephone Number 416 413-1218	Fax Number 416 413-1550	

EMPLOYMENT EQUITY CONTACT	
Name (print) Paula Bellegarde	Title Vice President, Human Resources
Telephone Number 416 413-4553	E-mail Address paula.bellegarde@hkstrategies.ca

CERTIFICATION
The above-named organization:
<ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul>
Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/faq/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/faq/index.shtml</a>
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Terra Rebeck	Title Vice President and General Counsel
Telephone Number 416 413-[REDACTED]	E-mail Address terra.rebeck@hkstrategies.ca
Signature [REDACTED]	Date 16/01/2015

RETURN INSTRUCTIONS
IMPORTANT
<ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at (813) 953-8766 or by e-mail at: ee-eme@hradc-rhdcc.gc.ca</li> </ul>


**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT  
 INFORMATION**
***Federal Contractors Program***


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

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I, the undersigned, on behalf of (legal name of organization) **Hill + Knowlton Strategies, a division of WPP Group Canada Communications Limited** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) \_\_\_\_\_, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) 05/15/19 for the following reason(s):  
 (Please describe) **We had a recent restructuring for our HR team , which is what caused the initial delay.**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

 Name: **Jill Miller**

 Position Title: **Head of Human Resources, North America**

 Email address: **jill.miller@hkstrategies.com**

 Telephone number: **212-885-0641**

 Business address: **160 Bloor street East, suite 800, Toronto Ontario M4W 3 P7**

Signature: \_\_\_\_\_

 Date: **4/16/19**

## Nyirasafari, Ange AN [NC]

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**From:** Helen Mitchell <Helen.Mitchell@hkstrategies.ca>  
**Sent:** April 16, 2019 6:04 PM  
**To:** Sharan, Neena N [NC]  
**Cc:** Jill Miller; Mark Pender (WPP)  
**Subject:** RE: Reminder - Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program  
**Attachments:** Scanned from a Xerox multifunction device.pdf

Hi Neena,

Thank you so much for your understanding! Attached please find the signed form as per your request.

Kind regards,  
Helen

**Helen Mitchell**

Office Services Manager

[helen.mitchell@hkstrategies.ca](mailto:helen.mitchell@hkstrategies.ca)

D: +1 613 786 9952



**Hill+Knowlton Strategies**

50 O'Connor Street, Suite 1115

Ottawa, K1P 6L2

Canada

[hkstrategies.ca](http://hkstrategies.ca)



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**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Sent:** Tuesday, April 16, 2019 8:41 AM  
**To:** Helen Mitchell <Helen.Mitchell@hkstrategies.ca>  
**Subject:** RE: Reminder - Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Helen,

The dated of the extension that was discussed and agreed upon is April 30, 2019. But the completed extension form was never sent to me. Also, an extension of almost 2 and a half months have already been agreed upon. Therefore, the maximum extension that will be acceptable is May 15, 2019. Please complete the extension form and send it to me as soon as possible.

Thank you and have a nice day.

Kind Regards,  
Neena Sharan.

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**From:** Helen Mitchell <[Helen.Mitchell@hkstrategies.ca](mailto:Helen.Mitchell@hkstrategies.ca)>

**Sent:** April-15-19 4:51 PM

**To:** Sharan, Neena N [NC] <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>; Mark Pender (WPP) <[mark.pender@wpp.com](mailto:mark.pender@wpp.com)>

**Subject:** FW: Reminder - Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Neena,

Thank you for your email. I will be sure to get the attached Extension Form signed off by one of our corporate signing officers and returned to you.

I believe you and Jill had initially discussed an extension to April 30, 2019. We have approached an external employment equity consultant to help us gather & analyze this data and prepare our submission to you. Due to the volume of information, they have asked us to verify if there is any flexibility with the submission date?

If you would please let us know? If not, we completely understand, it will just change our approach this end.

We look forward to hearing back from you Neena.

Kind regards,

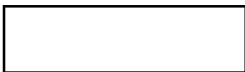
Helen

**Helen Mitchell**

Office Services Manager

[helen.mitchell@hkstrategies.ca](mailto:helen.mitchell@hkstrategies.ca)

D: +1 613 786 9952



**Hill+Knowlton Strategies**

50 O'Connor Street, Suite 1115

Ottawa, K1P 6L2

Canada

[hkstrategies.ca](http://hkstrategies.ca)



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**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>

**Sent:** Monday, April 15, 2019 1:46 PM

**To:** Helen Mitchell <[Helen.Mitchell@hkstrategies.ca](mailto:Helen.Mitchell@hkstrategies.ca)>; Mark Pender (WPP) <[mark.pender@wpp.com](mailto:mark.pender@wpp.com)>

**Subject:** Reminder - Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Helen,

This e-mail is a reminder that I am still waiting for the reports and Forms required for the subsequent assessment. Also please complete the extension Form and send it to me since the due date was Feb 4, 2019. Thus it is quite late by now.

If you have any questions than please do not hesitate to contact me.

Thank you.

Neena Sharan.

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**From:** Helen Mitchell <[Helen.Mitchell@hkstrategies.ca](mailto:Helen.Mitchell@hkstrategies.ca)>

**Sent:** April-01-19 12:14 PM

**To:** Sharan, Neena N [NC] <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>; Mark Pender (WPP) <[mark.pender@wpp.com](mailto:mark.pender@wpp.com)>

**Subject:** RE: Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Neena,

Attached please find the completed form. The only thing I did not have was our current Agreement Number with you.

I will be working with Mark to put together our response for this cycle as we have not yet hired a replacement for Laura-Lee in our Human Resources Department.

As neither of us have ever accessed the site before, if you would please let us know once our access has been granted. We will access our last report to see what needs to be updated and submitted to you.

Please let me know if you require any additional information at this time.

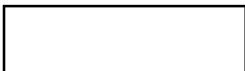
Thank you,  
Helen

**Helen Mitchell**

Office Services Manager

[helen.mitchell@hkstrategies.ca](mailto:helen.mitchell@hkstrategies.ca)

D: +1 613 786 9952



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50 O'Connor Street, Suite 1115

Ottawa, K1P 6L2

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[hkstrategies.ca](http://hkstrategies.ca)



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**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>

**Sent:** Wednesday, March 27, 2019 10:16 AM

**To:** Mark Pender (WPP) <[mark.pender@wpp.com](mailto:mark.pender@wpp.com)>

**Cc:** Helen Mitchell <[Helen.Mitchell@hkstrategies.ca](mailto:Helen.Mitchell@hkstrategies.ca)>

**Subject:** RE: Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Helen,

Please be advised that the policy of this office is to communicate with the employer (Hill Knowlton Strategies Canada) and not with the consultant directly. We can certainly speak to the consultants by e-mails or phone as long as you are cc'ed or are present on the phone.

In order for me to grant access to Mark Pender in WEIMS, please complete the Authorization to access WEIMS form attached to this e-mail and send it back to me.

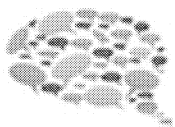
If you have any questions concerning this policy or any other matter in terms of submission please do not hesitate to contact me.

Thank you and have a nice day.

Neena Sharan

Assessment Officer, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) / Tél. : 873-396-0405

Assessment Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) / Tel: 873-396-0405



Rejoignez-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!

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**From:** Mark Pender <[mark.pender@wpp.com](mailto:mark.pender@wpp.com)>  
**Sent:** March-27-19 9:57 AM  
**To:** Sharan, Neena N [NC] <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Cc:** Helen Mitchell (Hill+Knowlton Strategies) <[Helen.Mitchell@hkstrategies.ca](mailto:Helen.Mitchell@hkstrategies.ca)>  
**Subject:** Government of Canada Agreement 10000218 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Good Morning,

I am writing in relation to the above matter – with which you were in contact with Hill and Knowlton Strategies Canada.

We apologize for the delay in completing the assessment – I will be assisting Helen Mitchell at H&K with its completion as a matter of priority.

I understand that I need to access the WEIMS system – unfortunately, due to staff turnover, we no longer have access to this system login. Would you be able to help me reset the login info so we can proceed?

Kind Regards,  
Mark Pender



**MARK PENDER**  
Executive Director - Canada

160 Bloor Street East  
Suite 1100  
Toronto, ON, M4W 3P7

+1 647 828 3384 mobile  
+1 416 926 7434 office  
govtpracticewpp.com

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

Reporting Period 2015-11-05 to 2019-05-15

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	82	2	0	84	Calgary	4	1	0	5
Québec	62	3	0	65	Edmonton	2	0	0	2
British Columbia	7	0	0	7	Montréal	8	0	0	8
Saskatchewan	3	0	0	3	Regina	3	0	0	3
Alberta	6	1	0	7	Toronto	82	2	0	84
Total Employees in Canada				166	Vancouver	6	0	0	6
					Québec	8	2	0	10
					Ottawa - Gatineau	46	1	0	47
					Victoria	1	0	0	1
					Total Employees in Canada				166





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-11-05 to 2019-05-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	4	2									
	<b>Total</b>	6	4	2									
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	93	37	56	2	2		1	1		4	3	1
	<b>Total</b>	93	37	56	2	2		1	1		4	3	1
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	35	4	31							7	2	5
	<b>Total</b>	35	4	31							7	2	5
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	1	6							2		2
	<b>Total</b>	7	1	6							2		2



Hill Knowlton Strategies Canada (certificate # 10000218)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**

004237

Full-Time / National

Reporting Period 2015-11-05 to 2019-05-15

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	4	10							5	1	4
	<b>Total</b>	14	4	10							5	1	4
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5		5							2		2
	<b>Total</b>	5		5							2		2
<b>Total Number of Employees</b>		160	50	110	2	2		1	1		20	6	14



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-11-05 to 2019-05-15

004238

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-11-05 to 2019-05-15

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>160</b>	<b>50</b>	<b>110</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>1</b>		<b>20</b>	<b>6</b>	<b>14</b>
<b>Total Number of Employees</b>	<b>160</b>	<b>50</b>	<b>110</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>1</b>		<b>20</b>	<b>6</b>	<b>14</b>



**Hill Knowlton Strategies Canada (certificate # 10000218)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / National**  
**Reporting Period 2015-11-05 to 2019-05-15**

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



**Hill Knowlton Strategies Canada (certificate # 10000218)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / National**  
**Reporting Period 2015-11-05 to 2019-05-15**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	1	1										
<b>Middle and Other Managers</b>	50	20	30	1	1					5	3	2
<b>Professionals</b>	51	6	45							8	3	5
<b>Supervisors</b>	3		3							1		1
<b>Administrative and Senior Clerical Personnel</b>	24	8	16							10	3	7
<b>Clerical Personnel</b>	8		8							4		4
<b>Total Number of Employees Hired</b>	137	35	102	1	1					28	9	19



**Hill Knowlton Strategies Canada (certificate # 10000218)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Part-Time / National**

**Reporting Period 2015-11-05 to 2019-05-15**

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-11-05 to 2019-05-15

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	3	1	2							1	1	
Middle and Other Managers	20	4	16							1		1
Professionals	23	2	21							2	1	1
Administrative and Senior Clerical Personnel	15	4	11							6	2	4
Clerical Personnel	3		3							2		2
<b>Total Number of Employees Terminated</b>	<b>64</b>	<b>11</b>	<b>53</b>							<b>12</b>	<b>4</b>	<b>8</b>





Workplace Equity Information Management System - Hill Knowlton Strategies Canada

**Workforce Analysis - Summary Report**

Date: 2019-05-15

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	6	2	33.3 %	27.6 %	2	0
02 : Middle and Other Managers	96	58	60.4 %	39.4 %	38	20
03 : Professionals	37	33	89.2 %	65.1 %	24	9
05 : Supervisors	7	6	85.7 %	51.9 %	4	2
07 : Administrative and Senior Clerical Personnel	15	11	73.3 %	78.6 %	12	-1
10 : Clerical Personnel	5	5	100.0 %	65.5 %	3	2
<b>Total</b>	<b>166</b>	<b>115</b>	<b>69.3 %</b>	<b>49.6 %</b>	<b>83</b>	<b>32</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2019-05-15

### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	6	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	96	2	2.1 %	2.7 %	3	-1
03 : Professionals	37	0	0.0 %	2.1 %	1	-1
05 : Supervisors	7	0	0.0 %	1.5 %	0	0
07 : Administrative and Senior Clerical Personnel	15	0	0.0 %	1.5 %	0	0
10 : Clerical Personnel	5	0	0.0 %	1.9 %	0	0
<b>Total</b>	<b>166</b>	<b>2</b>	<b>1.2 %</b>	<b>2.4 %</b>	<b>4</b>	<b>-2</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2019-05-15

### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	6	0	0.0 %	11.5 %	1	-1
02 : Middle and Other Managers	96	4	4.2 %	17.6 %	17	-13
03 : Professionals	37	7	18.9 %	20.0 %	7	0
05 : Supervisors	7	2	28.6 %	41.4 %	3	-1
07 : Administrative and Senior Clerical Personnel	15	5	33.3 %	31.0 %	5	0
10 : Clerical Personnel	5	2	40.0 %	38.6 %	2	0
<b>Total</b>	<b>166</b>	<b>20</b>	<b>12.1 %</b>	<b>20.8 %</b>	<b>35</b>	<b>-15</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-05-15

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	102	1	1.0 %	5.0 %	5	-4
03 : Professionals	37	0	0.0 %	8.9 %	3	-3
05 : Supervisors	7	0	0.0 %	27.5 %	2	-2
07 : Administrative and Senior Clerical Personnel	15	0	0.0 %	10.0 %	2	-2
10 : Clerical Personnel	5	0	0.0 %	9.3 %	0	0
<b>Total</b>	<b>166</b>	<b>1</b>	<b>0.6 %</b>	<b>7.4 %</b>	<b>12</b>	<b>-11</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-05-15

#### 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
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2019-05-15

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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
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National

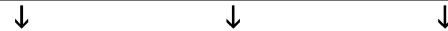
**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Hill Knowlton Strategies Canada**

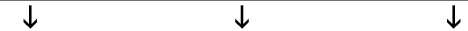
[Date: 2019-05-15]

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	04

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	05	09

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Women	
		Representation	Availability*
	#	#	%
01 Senior Managers	25	14	27.4
02 Middle & Other Managers	79	45	38.9
03 Professionals	74	56	64.9
04 Semi-Professionals & Technicians	3	2	44.9
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	22	20	79.1
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	17	16	65.4
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>220</b>	<b>153</b>	<b>52.5</b>

**Table 5: Women**

	Subsequent/Current Workforce Analysis		
	All Employees	Women	
		Representation	Availability*
	#	#	%
	6	2	27.6
	96	58	39.4
	37	33	65.1
	0	0	0.0
	7	6	51.9
	0	0	0.0
	15	11	78.6
	0	0	0.0
	0	0	0.0
	5	5	65.5
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	<b>166</b>	<b>115</b>	<b>49.5</b>

\* Source:  
2011 National Household Survey

\* Source:  
2016 Census

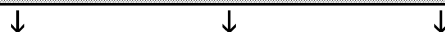
## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Hill Knowlton Strategies Canada**

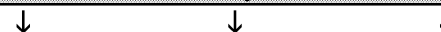
[Date: 2019-05-15]

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	04

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	05	09

Employment Equity Occupational Group (EEOG)		<b>Table 2: Aboriginal Peoples</b>		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
01	Senior Managers	25	0	2.9
02	Middle & Other Managers	79	1	2.2
03	Professionals	74	1	2.0
04	Semi-Professionals & Technicians	3	0	1.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	22	0	1.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	17	0	1.3
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>220</b>	<b>2</b>	<b>2.1</b>

**\* Source:**

2011 National Household Survey

Employment Equity Occupational Group (EEOG)		<b>Table 6: Aboriginal Peoples</b>		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
		6	0	3.2
		96	2	2.7
		37	0	2.1
		0	0	0.0
		7	0	1.5
		0	0	0.0
		15	0	1.5
		0	0	0.0
		0	0	0.0
		5	0	1.9
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		<b>166</b>	<b>2</b>	<b>2.4</b>

**\* Source:**

2016 Census



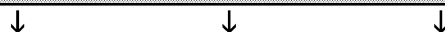
## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Hill Knowlton Strategies Canada**

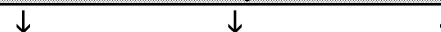
[Date: 2019-05-15]

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	04

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	05	09

**Table 3: Members of Visible Minorities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Members of Visible Minorities	
		#	#	Representation	Availability*
				#	%
01	Senior Managers	25	2	10.1	
02	Middle & Other Managers	79	1	15.0	
03	Professionals	74	4	17.1	
04	Semi-Professionals & Technicians	3	0	24.0	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	22	5	24.3	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	17	3	37.2	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
<b>Total</b>		<b>220</b>	<b>15</b>	<b>17.9</b>	

**Table 7: Members of Visible Minorities**

#### Subsequent/Current Workforce Analysis

All Employees		Members of Visible Minorities		
		#	#	Availability*
				%
6	0	11.5		
96	4	17.6		
37	7	20.0		
0	0	0.0		
7	2	41.4		
0	0	0.0		
15	5	31.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
<b>166</b>	<b>20</b>	<b>20.8</b>		

**\* Source:**

2011 National Household Survey

**\* Source:**

2016 Census

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Hill Knowlton Strategies Canada**

[Date: 2019-05-15]

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	04

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	05	09

**Table 4: Persons with Disabilities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	104	2	4.3
03	Professionals	74	1	3.8
04	Semi-Professionals & Technicians	3	0	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	22	0	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	17	0	7.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>220</b>	<b>3</b>	<b>4.3</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

#### Subsequent/Current Workforce Analysis

All Employees		Persons with Disabilities	
		Representation	Availability*
#	#	%	
102	1	5.0	
37	0	8.9	
0	0	0.0	
7	0	27.5	
0	0	0.0	
15	0	10.0	
0	0	0.0	
0	0	0.0	
5	0	9.3	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
<b>166</b>	<b>1</b>	<b>7.4</b>	

**\* Source:**

2017 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

Start Date of Flow Data		
YYYY	MM	DD
2015	11	05

End Date of Flow Data		
YYYY	MM	DD
2019	05	15

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	2	1	0	0	3	2	0	0
02 Middle & Other Managers	50	30	1	1	39	24	0	0	20	16	0	0
03 Professionals	51	45	2	2	5	5	0	0	23	21	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	3	3	0	0	1	1	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	24	16	1	1	0	0	0	0	15	11	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	8	8	0	0	0	0	0	0	3	3	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
<b>Total</b>	<b>137</b>	<b>102</b>	<b>4</b>	<b>4</b>	<b>47</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>53</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	05

End Date of Flow Data		
YYYY	MM	DD
2019	05	15

**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			
	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	50	1	1	0
03 Professionals	51	0	2	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	3	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	24	0	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>137</b>	<b>1</b>	<b>4</b>	<b>0</b>

	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#
	2	0	0	0
	39	1	0	0
	5	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>47</b>	<b>1</b>	<b>0</b>	<b>0</b>

	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
	3	0	0	0
	20	0	0	0
	23	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	15	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	05

End Date of Flow Data		
YYYY	MM	DD
2019	05	15

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	2	0	0	0	3	0	0	0
02 Middle & Other Managers	50	0	1	0	39	1	0	0	20	0	0	0
03 Professionals	51	0	2	0	5	0	0	0	23	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	3	0	0	0	1	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	24	0	1	0	0	0	0	0	15	0	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	8	0	0	0	0	0	0	0	3	0	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
<b>Total</b>	<b>137</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>47</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	05

End Date of Flow Data		
YYYY	MM	DD
2019	05	15

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	2	0	0	0	3	1	0	0
02 Middle & Other Managers	50	5	1	0	39	2	0	0	20	1	0	0
03 Professionals	51	8	2	0	5	0	0	0	23	2	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	3	1	0	0	1	1	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	24	10	1	0	0	0	0	0	15	6	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	8	4	0	0	0	0	0	0	3	2	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
<b>Total</b>	<b>137</b>	<b>28</b>	<b>4</b>	<b>0</b>	<b>47</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>12</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Hill Knowlton Strategies Canada**

[Date: 2019-05-15]

**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 (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2015-11-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-04	Annually	Over 3 Years	2015	2018								
	#	%	%	#	%	%	#	#	%	#	%	#	%							
01 Senior Managers	25	-37.9%	0.0%	0	19.4%	0.0%	0	0	14	0.0%	0	-7	0	0.0%	27.4%	7	7	56.0%	56.0%	
02 Middle & Other Managers	79	6.7%	0.0%	0	22.9%	0.0%	0	0	45	0.0%	0	-14	0	0.0%	38.9%	14	14	57.0%	57.0%	
03 Professionals	74	-20.6%	0.0%	0	41.4%	0.0%	0	0	56	0.0%	0	-8	0	0.0%	64.9%	8	8	75.7%	75.7%	
04 Semi-Professionals & Tech	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-1	0	0.0%	44.9%	1	1	66.7%	66.7%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	22	-12.0%	5.0%	3	81.1%	0.0%	0	3	20	0.0%	0	0	0	0.0%	79.1%	3	0	90.9%	80.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	17	-33.5%	0.0%	0	27.3%	0.0%	0	0	16	0.0%	0	-5	0	0.0%	65.4%	5	5	94.1%	94.1%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>220</b>	<b>-9.0%</b>	<b>0.0%</b>	<b>0</b>	<b>33.2%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>153</b>	<b>0.0%</b>	<b>0</b>	<b>-38</b>	<b>0</b>	<b>0.0%</b>	<b>52.5%</b>	<b>38</b>	<b>38</b>	<b>69.5%</b>	<b>69.5%</b>	

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	#REF!	#REF!	#REF!	#REF!	
02 Middle & Other Managers	#REF!	#REF!	#REF!	#REF!	
03 Professionals	#REF!	#REF!	#REF!	#REF!	
04 Semi-Professionals & Tech	#REF!	#REF!	#REF!	#REF!	
05 Supervisors	#REF!	#REF!	#REF!	#REF!	
06 Supervisors: Crafts & Trades	#REF!	#REF!	#REF!	#REF!	
07 Administrative & Sr Clerical	#REF!	#REF!	#REF!	#REF!	
08 Skilled Sales & Service	#REF!	#REF!	#REF!	#REF!	
09 Skilled Crafts & Trades	#REF!	#REF!	#REF!	#REF!	
10 Clerical Personnel	#REF!	#REF!	#REF!	#REF!	
11 Intermediate Sales & Service	#REF!	#REF!	#REF!	#REF!	
12 Semi-Skilled Manual	#REF!	#REF!	#REF!	#REF!	
13 Other Sales & Service	#REF!	#REF!	#REF!	#REF!	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Hill Knowlton Strategies Canada**

[Date: 2019-05-15]

14	Other Manual Workers	#REF!	#REF!	#REF!	#REF!
Total		0	0.0	0	0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Hill Knowlton Strategies Canada**

[Date: 2019-05-15]

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		2015	2018					
	2015-11-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	
01 Senior Managers	25	-37.9%	0.0%	0	19.4%	0.0%	0	0	0	0.0%	0	1	0	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	79	6.7%	1.0%	2	22.9%	0.0%	0	2	1	0.0%	0	1	0	2.2%	-1	-1	1.3%	1.2%	
03 Professionals	74	-20.6%	1.0%	2	41.4%	0.0%	0	2	1	0.0%	0	1	0	2.0%	0	-1	1.4%	1.3%	
04 Semi-Professionals & Tech	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.6%	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	22	-12.0%	0.0%	0	81.1%	0.0%	0	0	0	0.0%	0	0	0	1.8%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	17	-33.5%	0.0%	0	27.3%	0.0%	0	0	0	0.0%	0	0	0	1.3%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>220</b>	<b>-9.0%</b>		<b>0</b>	<b>33.2%</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>2</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>2.1%</b>	<b>-3</b>	<b>#REF!</b>	<b>0.9%</b>	<b>#REF!</b>	

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	#REF!	#REF!	#REF!	#REF!	
02 Middle & Other Managers	#REF!	#REF!	#REF!	#REF!	
03 Professionals	#REF!	#REF!	#REF!	#REF!	
04 Semi-Professionals & Tech	#REF!	#REF!	#REF!	#REF!	
05 Supervisors	#REF!	#REF!	#REF!	#REF!	
06 Supervisors: Crafts & Trades	#REF!	#REF!	#REF!	#REF!	
07 Administrative & Sr Clerical	#REF!	#REF!	#REF!	#REF!	
08 Skilled Sales & Service	#REF!	#REF!	#REF!	#REF!	
09 Skilled Crafts & Trades	#REF!	#REF!	#REF!	#REF!	
10 Clerical Personnel	#REF!	#REF!	#REF!	#REF!	
11 Intermediate Sales & Service	#REF!	#REF!	#REF!	#REF!	
12 Semi-Skilled Manual	#REF!	#REF!	#REF!	#REF!	
13 Other Sales & Service	#REF!	#REF!	#REF!	#REF!	

Federal Contractors Program Achievement Report

Part 3: Goals

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

14	Other Manual Workers	#REF!	#REF!	#REF!	#REF!
Total		#REF!	0.00%	0	0.0

Federal Contractors Program Achievement Report

004262

Part 3: Goals

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

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

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	2015					
	2015-11-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-04	Annually	Over 3 Years	2015	2018	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	104	-15.6%		0	21.1%		0	0	2	0.0%	0	2	0	4.3%	-2	-2	1.9%	1.9%	
03 Professionals	74	-20.6%		0	41.4%		0	0	1	0.0%	0	2	0	3.8%	-2	-2	1.4%	1.4%	
04 Semi-Professionals & Tech	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	22	-12.0%		0	81.1%		0	0	0	0.0%	0	1	0	3.4%	-1	-1	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	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	17	-33.5%		0	27.3%		0	0	0	0.0%	0	1	0	7.0%	-1	-1	0.0%	0.0%	
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	220	-9.0%		0	33.2%		0	0	3	0.0%	0	6	0	4.3%	-6	-6	1.4%	1.4%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	#REF!	#REF!	#REF!	#REF!	
03 Professionals	#REF!	#REF!	#REF!	#REF!	
04 Semi-Professionals & Tech	#REF!	#REF!	#REF!	#REF!	
05 Supervisors	#REF!	#REF!	#REF!	#REF!	
06 Supervisors: Crafts & Trades	#REF!	#REF!	#REF!	#REF!	
07 Administrative & Sr Clerical	#REF!	#REF!	#REF!	#REF!	
08 Skilled Sales & Service	#REF!	#REF!	#REF!	#REF!	
09 Skilled Crafts & Trades	#REF!	#REF!	#REF!	#REF!	
10 Clerical Personnel	#REF!	#REF!	#REF!	#REF!	
11 Intermediate Sales & Service	#REF!	#REF!	#REF!	#REF!	
12 Semi-Skilled Manual	#REF!	#REF!	#REF!	#REF!	
13 Other Sales & Service	#REF!	#REF!	#REF!	#REF!	
14 Other Manual Workers	#REF!	#REF!	#REF!	#REF!	
Total	0	0.0%	0	0.0%	



Federal Contractors Program Achievement Report

004264

Part 3: Goals

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	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	
	2015-11-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-04	Annually	Over 3 Years	2015	2018	%	#	#	%	#				
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%			
01 Senior Managers	25	-37.9%	0.0%	0	19.4%	0.0%	0	0	2	0.0%	0	0	1	0	0.0%	10.1%	-1	-1	8.0%	8.0%	
02 Middle & Other Managers	79	6.7%	0.0%	0	22.9%	0.0%	0	0	1	0.0%	0	0	11	0	0.0%	15.0%	-11	-11	1.3%	1.3%	
03 Professionals	74	-20.6%	0.0%	0	41.4%	0.0%	0	0	4	0.0%	0	0	9	0	0.0%	17.1%	-9	-9	5.4%	5.4%	
04 Semi-Professionals & Tech	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	1	0	0.0%	24.0%	-1	-1	0.0%	0.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	22	-12.0%	0.0%	0	81.1%	0.0%	0	0	5	0.0%	0	0	0	0	0.0%	24.3%	0	0	22.7%	22.7%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	17	-33.5%	0.0%	0	27.3%	0.0%	0	0	3	0.0%	0	0	3	0	0.0%	37.2%	-3	-3	17.6%	17.6%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	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	#REF!	#REF!	0.0%	0	#REF!	#DIV/0!	#REF!	
Total	220	-9.0%	0.0%	0	33.2%	0.0%	0	0	15	0.0%	0	0	24	0	0.0%	17.9%	-24	-24	6.8%	6.8%	

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0.0%	0.0%	0.0%	0.0%	
02 Middle & Other Managers	0.0%	0.0%	0.0%	0.0%	
03 Professionals	0.0%	0.0%	0.0%	0.0%	
04 Semi-Professionals & Tech	0.0%	0.0%	0.0%	0.0%	
05 Supervisors	0.0%	0.0%	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0.0%	0.0%	0.0%	0.0%	
07 Administrative & Sr Clerical	0.0%	0.0%	0.0%	0.0%	
08 Skilled Sales & Service	0.0%	0.0%	0.0%	0.0%	
09 Skilled Crafts & Trades	0.0%	0.0%	0.0%	0.0%	
10 Clerical Personnel	0.0%	0.0%	0.0%	0.0%	
11 Intermediate Sales & Service	0.0%	0.0%	0.0%	0.0%	
12 Semi-Skilled Manual	0.0%	0.0%	0.0%	0.0%	
13 Other Sales & Service	0.0%	0.0%	0.0%	0.0%	

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[Date: 2019-05-15]

14	Other Manual Workers	0.0%	0.0%	0.0%	0.0%
Total		0.0%	0.0%	0.0%	0.0%

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Hill Knowlton Strategies Canada

[Date: 2019-05-15]

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 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-05-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-09	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%		
01 Senior Managers	6	-37.9%		0	19.4%		0	0	2	0.0%	0	0	0	0.0%	27.6%	0	0	33.3%	33.3%	
02 Middle & Other Managers	96	6.7%		0	22.9%		0	0	58	0.0%	0	-20	0	0.0%	39.4%	20	20	60.4%	60.4%	
03 Professionals	37	-20.6%		0	41.4%		0	0	33	0.0%	0	-9	0	0.0%	65.1%	9	9	89.2%	89.2%	
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	7	0.0%		0	0.0%		0	0	6	0.0%	0	-2	0	0.0%	51.9%	2	2	85.7%	85.7%	
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	15	-12.0%		0	81.1%		0	0	11	0.0%	0	1	0	0.0%	78.6%	-1	-1	73.3%	73.3%	
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	5	-33.5%		0	27.3%		0	0	5	0.0%	0	-2	0	0.0%	65.5%	2	2	100.0%	100.0%	
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	166	-9.0%		0	33.2%		0	0	115	0.0%	0	-33	0	0.0%	49.5%	33	33	69.3%	69.3%	

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	

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Hill Knowlton Strategies Canada

[Date: 2019-05-15]

14	Other Manual Workers		0.0		0.0
Total			0.0		0.0



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**Hill Knowlton Strategies Canada**

[Date: 2019-05-15]

**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 (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-05-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-09	Annually	Over 3 Years	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	%	%	#	#	%	%		
01 Senior Managers	6	-37.9%	10.0%	2	19.4%	0.0%	0	2	0	0.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	96	6.7%	10.0%	29	22.9%	2.7%	8	37	2	2.7%	0	1	1	2.7%	2.7%	-1	0	2.1%	2.4%
03 Professionals	37	-20.6%	10.0%	11	41.4%	2.7%	3	14	0	2.7%	0	1	0	2.7%	2.1%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	0	-100.0%	30.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	7	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	1.5%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	10.0%	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	15	-12.0%	0.0%	0	81.1%	0.0%	0	0	0	0.0%	0	0	0	0.0%	1.5%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	5	-33.5%	0.0%	0	27.3%	0.0%	0	0	0	0.0%	0	0	0	0.0%	1.9%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>166</b>	<b>-9.0%</b>		<b>0</b>	<b>33.2%</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>2</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>		<b>2.4%</b>	<b>-2</b>	<b>#REF!</b>	<b>1.2%</b>	<b>#REF!</b>

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01 Senior Managers				
02 Middle & Other Managers	2.7		2.7%	
03 Professionals	2.7		2.7%	
04 Semi-Professionals & Tech				
05 Supervisors				
06 Supervisors: Crafts & Trades				
07 Administrative & Sr Clerical				
08 Skilled Sales & Service				
09 Skilled Crafts & Trades				
10 Clerical Personnel				
11 Intermediate Sales & Service				
12 Semi-Skilled Manual				
13 Other Sales & Service				

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[Date: 2019-05-15]

14	Other Manual Workers				
Total		0.0		0.0	

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[Date: 2019-05-15]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities											
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To YYYY - YYYY	2019						2022
	2019-05-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-09	Annually	Over 3 Years	2019	2022	%	#	#	%	#	%		
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%		
01/02 Managers	102	-15.6%	10.0%	31	21.1%	5.0%	15	46	1	5.0%	0	6	2	5.0%	5.0%	-4	-4	1.0%	2.3%	
03 Professionals	37	-20.6%	10.0%	11	41.4%	5.0%	6	17	0	5.0%	0	4	2	8.9%	8.9%	-3	-2	0.0%	4.2%	
04 Semi-Professionals & Tech	0	-100.0%	10.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	7	0.0%	30.0%	6	0.0%	5.0%	1	7	0	5.0%	0	4	2	27.5%	27.5%	-2	-2	0.0%	15.4%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	15	-12.0%	10.0%	5	81.1%	5.0%	2	7	0	5.0%	0	2	1	10.0%	10.0%	-2	-1	0.0%	5.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	5	-33.5%	0.0%	0	27.3%	0.0%	0	0	0	0.0%	0	0	0	9.3%	0.0%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	166	-9.0%	10.0%	0	33.2%	5.0%	0	0	1	0.0%	0	11	0	7.4%	7.4%	-11	-11	0.6%	0.6%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	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					
05 Supervisors		27.5		27.5%	
06 Supervisors: Crafts & Trades					
07 Administrative & Sr Clerical		10.0		10.0%	
08 Skilled Sales & Service					
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service					
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					
Total		0.0		0.0%	

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Hill Knowlton Strategies Canada

[Date: 2019-05-15]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	From - To		YYYY - YYYY							
	2019-05-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-09	Annually	Over 3 Years	2019	2022								
	#	%	%	#	%	%	#	#	%	%	#	%								
01 Senior Managers	6	-37.9%	10.0%	2	19.4%	5.0%	1	3	0	5.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	96	6.7%	10.0%	29	22.9%	5.0%	14	43	4	5.0%	1	19	8	17.6%	17.6%	-13	-11	4.2%	8.8%	
03 Professionals	37	-20.6%	10.0%	11	41.4%	5.0%	6	17	7	5.0%	1	4	0	20.0%	20.0%	0	-4	18.9%	12.5%	
04 Semi-Professionals & Tech	0	-100.0%	30.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	7	0.0%	0.0%	0	0.0%	5.0%	1	1	2	5.0%	0	1	0	41.4%	41.4%	-1	-1	28.6%	28.6%	
06 Supervisors: Crafts & Trades	0	0.0%	10.0%	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	15	-12.0%	0.0%	0	81.1%	0.0%	0	0	5	0.0%	0	0	0	31.0%	31.0%	0	0	33.3%	33.3%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	5	-33.5%	0.0%	0	27.3%	0.0%	0	0	2	0.0%	0	0	0	38.6%	38.6%	0	0	40.0%	40.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	166	-9.0%		0	33.2%		0	0	20	0.0%	0	15	0	20.8%	20.8%	-15	-15	12.0%	12.0%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	11.5	11.5%	
02 Middle & Other Managers	17.6	17.6%	
03 Professionals			
04 Semi-Professionals & Tech			
05 Supervisors	41.4	41.4%	
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			

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14	Other Manual Workers				
Total		0.0		0.0	

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**Part 4: Results - Women**

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%		
01 Senior Managers	2015	25	14	56.0	27.4	7	7	204.4																
	2019	6	2	33.3	27.6	2	0	120.8	1	0	0.0	0	0	0	2	1	50.0	1	0	3	2	66.7	2	0
02 Middle & Other Managers	2015	79	45	57.0	38.9	31	14	146.4																
	2019	96	58	60.4	39.4	38	20	153.3	51	31	60.8	20	11	39	24	61.5	22	2	20	16	80.0	11	5	
03 Professionals	2015	74	56	75.7	64.9	48	8	116.6																
	2019	37	33	89.2	65.1	24	9	137.0	53	47	88.7	35	12	5	5	100.0	4	1	23	21	91.3	17	4	
04 Semi-Professionals & Technicians	2015	3	2	66.7	44.9	1	1	148.5																
	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	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2019	7	6	85.7	51.9	4	2	165.2	3	3	100.0	2	1	1	1	100.0	0	1	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	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		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	3	1	33.3	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	3	1	33.3		0.0	0.0		0.0		0.0	0.0		
02 Middle & Other Managers	2019	90	55	61.1	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	90	55	61.1		0.0	0.0		0.0		0.0	0.0		
03 Professionals	2019	58	52	89.7	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	58	52	89.7		0.0	0.0		0.0		0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0		0.0	0.0		0.0		0.0	0.0		
05 Supervisors	2019	4	4	100.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	4	4	100.0		0.0	0.0		0.0		0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0		0.0	0.0		0.0		0.0	0.0		

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**Part 4: Results - Women**

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations					
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women							
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	
	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	
07 Administrative & Senior Clerical	2015	22	20	90.9	79.1	17	3	114.9															
	2019	15	11	73.3	78.6	12	-1	93.3	25	17	68.0	20	-3	0	0	0.0	0	0	15	11	73.3	14	-3
08 Skilled Sales & Service Personnel	2015	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	2015	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	2015	17	16	94.1	65.4	11	5	143.9															
	2019	5	5	100.0	65.5	3	2	152.7	8	8	100.0	5	3	0	0	0.0	0	0	3	3	100.0	3	0
11 Intermediate Sales & Service Personnel	2015	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	2015	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		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	25	17	68.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	25	17	68.0			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	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	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2019	8	8	100.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	8	8	100.0			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	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	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	

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Part 4: Results - Women

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#								
13 Other Sales & Service Personnel	2015	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	2015	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	2015	220	153	69.5	52.5	116	38	132.5																	
	2019	166	115	69.3	49.5	82	33	140.0	141	106	75.2	70	36	47	31	66.0	33	-2	64	53	82.8	45	8		

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	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0										
14 Other Manual Workers	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0										
Total	2019	188	137	72.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	188	137	72.9										



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Part 5: Results - Aboriginal Peoples

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#	
01 Senior Managers	2015	25	0	0.0	2.9	1	-1	0.0																	
	2019	6	0	0.0	3.2	0	0	0.0	1	0	0.0	0	0	0	2	0	0.0	0	0	3	0	0.0	0	0	0
02 Middle & Other Managers	2015	79	1	1.3	2.2	2	-1	57.5																	
	2019	96	2	2.1	2.7	3	-1	77.2	51	1	2.0	1	0	39	1	2.6	0	1	20	0	0.0	0	0	0	0
03 Professionals	2015	74	1	1.4	2.0	1	0	67.6																	
	2019	37	0	0.0	2.1	1	-1	0.0	53	0	0.0	1	-1	5	0	0.0	0	0	23	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2015	3	0	0.0	1.6	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
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2019	7	0	0.0	1.5	0	0	0.0	3	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0	0
06 Supervisors: Crafts & Trades	2015	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	3	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	3	0	0.0		0.0	0.0		0.0		0.0	0.0		
02 Middle & Other Managers	2019	90	2	2.2	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	90	2	2.2		2.7	82.3		0.0		0.0	8230.5		
03 Professionals	2019	58	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	58	0	0.0		2.7	0.0		0.0		0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0		0.0	0.0		0.0		0.0	0.0		
05 Supervisors	2019	4	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	4	0	0.0		0.0	0.0		0.0		0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0		0.0	0.0		0.0		0.0	0.0		

Federal Contractors Program Achievement Report

004277

Part 5: Results - Aboriginal Peoples

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

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	#	Actual	Expected	Difference		
	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
07 Administrative & Senior Clerical	2015	22	0	0.0	1.8	0	0	0.0																
	2019	15	0	0.0	1.5	0	0	0.0	25	0	0.0	0	0	0	0	0.0	0	0	0	15	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	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	2015	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	2015	17	0	0.0	1.3	0	0	0.0																
	2019	5	0	0.0	1.9	0	0	0.0	8	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2015	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	2015	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		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	25	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	25	0	0.0		0.0	0.0		0.0	0.0		0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	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	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0		0.0	0.0		0.0	0.0		0.0	
10 Clerical Personnel	2019	8	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	8	0	0.0		0.0	0.0		0.0	0.0		0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0		0.0	0.0		0.0	0.0		0.0	
12 Semi-Skilled Manual Workers	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0		0.0	0.0		0.0	0.0		0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

004278

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	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#	
13 Other Sales & Service Personnel	2015	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	2015	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	2015	220	2	0.9	2.1	5	-3	43.3																	
	2019	166	2	1.2	2.4	4	-2	50.2	141	1	0.7	3	-2	47	1	2.1	0	1	64	0	0.0	1	-1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples					
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
14 Other Manual Workers	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
	2022	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
Total	2019	188	2	1.1	#REF!	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
	2022	188	2	1.1	#REF!	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

004279

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	2015	104	2	1.9	4.3	4	-2	44.7																
	2019	102	1	1.0	5.0	5	-4	19.6	52	0	0.0	3	-3	41	1	2.4	1	0	23	0	0.0	0	0	0
03 Professionals	2015	74	1	1.4	3.8	3	-2	35.6																
	2019	37	0	0.0	8.9	3	-3	0.0	53	0	0.0	5	-5	5	0	0.0	0	0	23	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2015	3	0	0.0	4.6	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
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2019	7	0	0.0	27.5	2	-2	0.0	3	0	0.0	1	-1	1	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	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	Goal	Percent of Goal Met	
#	#	#	%	#	%	#	%	#	%	#	%			
01&02 Managers	2019	93	1	1.1	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	93	1	1.1			5.0	21.5			0.1	2150.5		
03 Professionals	2019	58	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	58	0	0.0			8.9	0.0			0.1	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	4	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	4	0	0.0			27.5	0.0			0.3	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	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

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

004280

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	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	
07 Administrative & Senior Clerical	2015	22	0	0.0	3.4	1	-1	0.0																
	2019	15	0	0.0	10.0	2	-2	0.0	25	0	0.0	3	-3	0	0	0.0	0	0	0	15	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	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	2015	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	2015	17	0	0.0	7.0	1	-1	0.0																
	2019	5	0	0.0	9.3	0	0	0.0	8	0	0.0	1	-1	0	0	0.0	0	0	0	3	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2015	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	2015	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	25	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0
	2022	25	0	0.0	#REF!	10.0	0.0	#REF!	0.0	#REF!	0.1	0.0	#REF!	0.0
08 Skilled Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0
	2022	0	0	0.0	#REF!	0.0	0.0	#REF!	0.0	#REF!	0.0	0.0	#REF!	0.0
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0
	2022	0	0	0.0	#REF!	0.0	0.0	#REF!	0.0	#REF!	0.0	0.0	#REF!	0.0
10 Clerical Personnel	2019	8	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0
	2022	8	0	0.0	#REF!	0.0	0.0	#REF!	0.0	#REF!	0.0	0.0	#REF!	0.0
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0
	2022	0	0	0.0	#REF!	0.0	0.0	#REF!	0.0	#REF!	0.0	0.0	#REF!	0.0
12 Semi-Skilled Manual Workers	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0
	2022	0	0	0.0	#REF!	0.0	0.0	#REF!	0.0	#REF!	0.0	0.0	#REF!	0.0

**Federal Contractors Program Achievement Report**

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

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

004281

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

004282

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	#	Actual	Expected	Difference	
	#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	
13 Other Sales & Service Personnel	2015	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
14 Other Manual Workers	2015	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
Total	2015	220	3	1.4	4.3	9	-6	31.7															
	2019	166	1	0.6	7.4	12	-11	8.1	141	0	0.0	10	-10	47	1	2.1	1	0	64	0	0.0	1	-1

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

Employment Equity Occupational Group (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				
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	188	1	0.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	188	1	0.5			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

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	#	Actual	Expected	Difference		
	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	25	2	8.0	10.1	3	-1	79.2																
	2019	6	0	0.0	11.5	1	-1	0.0	1	0	0.0	0	0	0	2	0	0.0	0	0	3	1	33.3	0	1
02 Middle & Other Managers	2015	79	1	1.3	15.0	12	-11	8.4																
	2019	96	4	4.2	17.6	17	-13	23.7	51	5	9.8	9	-4	39	2	5.1	0	2	20	1	5.0	0	1	
03 Professionals	2015	74	4	5.4	17.1	13	-9	31.6																
	2019	37	7	18.9	20.0	7	0	94.6	53	8	15.1	11	-3	5	0	0.0	0	0	23	2	8.7	1	1	
04 Semi-Professionals & Technicians	2015	3	0	0.0	24.0	1	-1	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	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2019	7	2	28.6	41.4	3	-1	69.0	3	1	33.3	1	0	1	1	100.0	0	1	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	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	Visible Minorities			Visible Minorities				Visible Minorities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
	#	%	%	%	%	%	%	%	%	%	%			
01 Senior Managers	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	0	0.0			11.5	0.0			0.1	0.0		
02 Middle & Other Managers	2019	90	7	7.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	90	7	7.8			17.6	44.2			0.2	4419.2		
03 Professionals	2019	58	8	13.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	58	8	13.8			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	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		
05 Supervisors	2019	4	2	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	2	50.0			41.4	120.8			0.4	12077.3		
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

Hill Knowlton Strategies Canada

[Date: 2019-05-15]

004284

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	#	Actual	Expected	Difference		
	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
07 Administrative & Senior Clerical	2015	22	5	22.7	24.3	5	0	93.5																
	2019	15	5	33.3	31.0	5	0	107.5	25	10	40.0	8	2	0	0	0.0	0	0	0	15	6	40.0	3	3
08 Skilled Sales & Service Personnel	2015	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	2015	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	2015	17	3	17.6	37.2	6	-3	47.4																
	2019	5	2	40.0	38.6	2	0	103.6	8	4	50.0	3	1	0	0	0.0	0	0	0	3	2	66.7	1	1
11 Intermediate Sales & Service Personnel	2015	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	2015	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		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	25	10	40.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	25	10	40.0			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	8	4	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	8	4	50.0			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 7: Results - Members of Visible Minorities**

**Hill Knowlton Strategies Canada**

**[Date: 2019-05-15]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2015	0	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	2015	0	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	2015	220	15	6.8	17.9	39	-24	38.1																	
	2019	166	20	12.0	20.8	35	-15	57.9	141	28	19.9	29	-1	47	3	6.4	3	0	64	12	18.8	4	8		

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	188	31	16.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	188	31	16.5			0.0	0.0				0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Hill Knowlton Strategies Canada</b>
<b>[Date: 2019-05-15]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

### Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

There have been the following changes to the organization since the last assessment- which impacted who was responsible for this program. Going forward we will have better records and more support from enior management- 3 different heads of HR and 3 different CFOs

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

### **Additional Details**

Please provide any additional information (optional):

This is my first time filing this report- and did not have access to most information from the previous report.

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Hill Knowlton Strategies Canada

**Primary Location:** Toronto, Ontario

**Number of Employees:** 166

Ontario	84
<b>Québec</b>	65
British Columbia	7
Alberta	7
Saskatchewan	3

**Organization Overview:**

NAICS # 5418 (Advertising, Public Relations, and Related Services)

Hill+Knowlton Strategies Canada operates as a public affairs and public relations consultancy. The company also provides labor relations strategies and social media monitoring, media strategy and brand building, media training and corporate reputation, municipal affairs and government relations, procurement and market strategies, and sustainable corporate and social responsibility services, as well as mergers and acquisitions, and strategic development services. In addition, it offers public affairs, government relations, and lobbying; and research, and data and digital strategy insight services.

**Key Dates – First Year Assessment**

Initiated: 2016-02-04  
 Received: 2016-02-29  
 Closed: 2016-0308  
 Workforce 2015-11-04  
 Analysis:

**Key Dates – Subsequent Assessment**

Initiated: 2019-02-14  
 Received: 2019-05-15  
 Workforce 2019-05-15  
 Analysis:

**DATA VERIFICATION**



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

Yes  No

Comments:

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 2015-11-05 to 2019-05-15. 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***

Assessment/Observations

- No gaps were found in this designated group.

#### ***Aboriginal Peoples***

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not met (achieved 40.0%)

Assessment/Observations

- EEOG 01 - Out of three new entrants in this EEOG, none were from this designated group. The market availability is 2.9%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 02 - Out of ninety new entrants in this EEOG, two were from this designated group. The market availability is 2.2%. The company had set a goal of hiring / promoting 5 individuals. By hiring / promoting two new entrants from this designated group, they achieved 40.0% of the goal set.

**Persons with Disabilities**

01/02	Managers	Goal not set
03	Professionals	Goal not set
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal not met (achieved 0.0%)

**Assessment/Observations**

- EEOG 01/02 - Out of ninety-three new entrants in this EEOG, one from this designated group. The market availability is 4.3%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 03 - Out of fifty-eight new entrants in this EEOG, none were from this designated group. The market availability is 3.8%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 07 - Out of twenty-five new entrants in this EEOG, none were from this designated group. The market availability is 3.4%. The company had set a goal of hiring / promoting 1 individual. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 10 - Out of eight new entrants in this EEOG, none were from this designated group. The market availability is 7.0%. The company had set a goal of hiring / promoting 1 individual. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.

**Members of Visible Minorities**

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not set
10	Clerical Personnel	Goal not set

**Assessment/Observations**

- EEOG 01 - Out of three new entrants in this EEOG, none were from this designated group. The market availability is 10.1%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 02 - Out of ninety new entrants in this EEOG, seven were from this designated group. The market availability is 15.0%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 03 – Out of fifty-eight new entrants in this EEOG, eight were from this designated group. The market availability is 17.1%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.



- EEOG 04 - No new entrants were noted in this EEOG in this designated group. The market availability is 24.0%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 10 - Out of eight new entrants in this EEOG, four were from this designated group. The market availability is 37.2%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.

#### 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 2015-11-04 to 2019-05-09. During their initial assessment, the organization had set three short-term and long-term goals, and none of them were achieved over the 80%. Also, eight goals were not set.
  - The Company stated that - There have been the changes to the organization since the last assessment- which impacted who was responsible for this program. Going forward we will have better records and more support from senior management- three different heads of HR and three different CFOs

#### 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 (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
07	Admin. & Senior Clerical Personnel	-1	NR	NR	73.3	78.6

#### Observations:

EEOG – Short and Long-term goals not required to be set since the representation is 73.3%, in order to avoid segregation of gender.

**Aboriginal Peoples**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.7	2.7	2.1	2.7
03	Professionals	-1	2.1	2.1	0.0	2.1

## Observations:

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

**Persons with Disabilities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01/02	Managers	-4	5.0	5.0	1.0	5.0
03	Professionals	-3	8.9	8.9	0.0	8.9
05	Supervisors	-2	27.5	27.5	0.0	27.5
07	Admin. & Senior Clerical Personnel	-2	10.0	10.0	0.0	10.0

## Observations:

- All short and long-term goals are set at labour 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	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-13	17.6	17.6	4.2	17.6
05	Supervisors	-1	41.4	41.4	28.6	41.4

Observations:

- All short and long-term goals are set at labour 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:

- Hill Knowlton Strategies Canada has a number of gaps in Aboriginal Peoples, Persons with Disabilities and Members of Visible Minorities 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 this designated group using permanent full-time and permanent part-time employment when vacancies arise.

**Name of Analyst:** Neena Sharan

**Date:** January 7, 2020

## Nyirasafari, Ange AN [NC]

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**From:** Sharan, Neena N [NC] on behalf of EE-EME  
**Sent:** January 16, 2020 8:47 AM  
**To:** 'Jill Miller'; 'Sarah Andrewes'; 'Helen Mitchell'  
**Subject:** Government of Canada Agreement Number: 10000218 – Notification of Compliance with the Federal Contractors Program

Dear Jill Miller:

I am writing to inform you that the subsequent compliance assessment initiated on February 4, 2019 has been completed. As a result of the assessment, Hill Knowlton Strategies Canada 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 Hill Knowlton Strategies Canada's employment equity program.

- Hill Knowlton Strategies Canada has a number of gaps in Aboriginal Peoples, Persons with Disabilities and Members of Visible Minorities 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 this designated group using permanent full-time and permanent part-time employment when vacancies arise.

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 4, 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, Hill Knowlton Strategies Canada will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Hill Knowlton Strategies Canada continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



Un espace collaboratif pour les employeurs! Joignez-vous au Forum de l'équité, la diversité et

l'inclusion en milieu de travail (FEDIMT) en ligne. Envoyer-nous un courriel pour vous joindre!

A collaborative space for employers! Join the online Workplace Equity, Diversity and Inclusion

Forum (WEDIF). Send us an email to join!