Emploi et

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

New Agreement					
Revised Agreement					
	ORGANIZATION				
Legal Name of Organization	JAGANIZATION	Parent company	ie Incated nutei	de Canada	
McElhanney Consulting Services Ltd.		E MILLER THAT THE PARTY OF	10 towers was	VC Canava	
			☐Yes	Ø№	
Operating Name (if different from Legal Name of Organization)		Procurement B	usiness Numb) r	
		Total number of			
Organization's North American Industry Classification System (NAICS	Code N°	(Full-Time/Part-T	***************************************) S Code Number please	
541330		statcan gc.ca/si	ubjects-sujets/standard-		
Official use only (if information above is incorrect)		·			
	per of employees in Canac	la .	TOrganization'	s NAICS Code No	
Total name	out of employees at Canac	• 0	Organization	S NAICO CODE NO	
	HEAD OFFICE	***************************************	-		
Address (building number, street, suite, etc.)	City		Province	Postal Code	
100 - 780 Beatty Street	Vancouver		BC	V6R1J5	
	Telephone Number	*	Fax Number		
	604-683-852	1	604-683	-4350	
EMPLOYM	ENT EQUITY CONT	ACT	***************************************		
Name (print)	Title		***************************************		
Victoria Kilpatrick	Human Resour	ces Manager			
Felephone Number	E-mail Address	······	***************************************		
604-424-4871	vkilpatrick@	mcelhanney.	COM	······	
C	ERTIFICATION			······	
he above-named organization:	······································	***************************************	······	***************************************	
 having a combined workforce of 100 or more permanent ful 12 weeks or more in Canada, AND 	I-time, permanent part-	time and tempora	ary employees	having worked	
 intending to bid on, or being in receipt of, a federal governm Supply Arrangement, valued at \$1,000,000 or more (including) 	nent goods or services (ng applicable taxes).	contract, standing	offer or contr	act issued under a	
fereby certifies its commitment to implement or maintain emplo nstrument, in keeping with the Federal Contractors Program re	equirements. For more i	going basis, beyi nformation on ho	ond the period w to implemen	of the procurement at employment equity	
lease refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/in	dex.shtml				
mportant note: If an audit of the Agreement to Implement Emple procurement instrument(s) with the Government of Canada	ployment Equity uncover may be terminated.	rs misrepresenta	tion on the pa	rt of the organization,	
	SIGNATORY	***************************************	***************************************		
OTE: The signatory must be the Chief Executive Officer OR a contract on behalf of the organization.		an executive pos	sition with lega	l authority to sign a	
ame (print)	Title				
llan Russell	President &	CEO			
elephone Number	E-mail Address	***************************************	······		
04-683-8521 gnature	arussell@mce	lhanney.com	***************************************		
gradure	Date	1,201	4.		
RETUR	N INSTRUCTIONS				
MPORTANT The original copy of the signed Agreement to Implement at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.	t Employment Equity	form must be se	nt to the Lab	our Program fax,	



Federal Contractors Program (FCP)

Contractors who are awarded an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a selfidentification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- Short-term and long-term numeric goals on closing gaps that have been identified where underrepresentation exists.

Contractors are required to submit to ESDC-Labour:

- a. One year after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
 - Self-identification questionnaire used to collect workforce information;
 - Initial WFA; and
 - Annual short-term numeric goals for a period of three years and long-term numeric goals where underrepresentation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
 - Updated WFA:
 - Updated annual short-term numeric goals for a period of three years and long term numeric goals where under-representation exists on closing gaps that have been identified; and
 - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the FCP.

Contractors found to be in non-compliance will be ineligible for future goods and services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml



Questions and Answers

Subsidiary vs. Division/Branch

Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

Division: A division is part of the primary business, not separate, and the

primary business is legally responsible for the obligations and debts of

the division.

Branch: A branch is an office that is not located at/with the company's

corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent

company), but it is a separate legal entity.

Q2 If an organization that is not subject to the Federal Contractor Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

Q3 When should a new Agreement be completed and signed?

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

Employment Status

Q1 Who is considered to be a permanent full-time employee under the FCP?

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

Q2 Who is considered to be a permanent part-time employee under the FCP?

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

Q3 Who is considered to be a temporary employee under the FCP?

A3 A temporary employee is employed on a temporary basis for any number of hours within a fixed period or periods (start and end date) totalling 12 weeks or more during a calendar year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break. Whether the hours are regular or irregular is not a factor to consider in determining temporary employment status.

The total number of weeks worked by temporary employees is calculated according to the cumulative number of weeks worked, not by the cumulative number of days. For example, an employee may be called to work two days one week, three days the following week and one day per week for ten other weeks during the calendar year. This employee would be considered a temporary employee for employment equity purposes.

The most significant distinction between temporary staff and permanent staff is job security, where permanence usually means employment for an indefinite duration. The duration of employment or the benefits received do not indicate employment status. Even if an employee is hired for a length of employment that is long term, the employee does not have permanent status if the duration of employment can be defined.

Q4 How are students counted under the FCP?

A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. Co-op students who work more than 12 weeks during their work placements should be reported as temporary employees. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

Q5 How are casual or other employees counted under the FCP?

A5 Casual employees are emloyed to work less than 12 weeks during a calendar year and whose contracts have designated start and end dates.

Other employees are those who are on unpaid leave (often temporary layoff or long-term leave) but who otherwise fulfil the definitions of permanent full-time, permanent part-time or temporary employees and maintain the right to return to work.



Employment and Social Development Canada

Emploi et

Développement social Canada

APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) $\underline{\mathbf{McElhanney\ Consulting\ Services\ Ltd.}}$ (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) $\underline{\mathbf{V100003}}$, 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) July 13, 2018 for the following reason(s):

(Please describe) McElhanney Consulting Services Ltd. is Amalgamating with McElhanney Geomatics Engineering Ltd and The McElhanney Group Ltd. on April 1, 2019. As our first audit is due in early April, there won't be enough time to survey all employees and update WEIMS in this timeframe.

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: Allan Russell, P.Eng, ICD.D	Position Title: President and CEO
Email address: arussell@mcelhanney.com	
Telephone number: <u>604 424 4888</u>	
Business address: 200 - 858 Beatty Street Van	ncouver BC V6B 1C1
Signature:	



Date: 12/2019

Nyirasafari, Ange AN [NC]

From: Yakibonge, Ntambwe N [NC] on behalf of EE-EME

Sent: February 15, 2019 11:40 AM **To:** 'arussell@mcelhanney.com'

Cc: Victoria Kilpatrick; 'Layna Dove'; EE-EME

Subject: Extension to Submit Federal Contractors Program Compliance Assessment

Information - V100003

Attachments: McElhanney Consulting Services Ltd. Application for Extension to Submit

Compliance Assessment 2019 02 14.pdf

Good morning,

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

As requested, we hereby grant you an extension until July 15, 2019.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.qc.ca.

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca

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



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

From: Layna Dove <hdove@mcelhanney.com>

Sent: February-14-19 2:46 PM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>; Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>

Cc: Victoria Kilpatrick < vkilpatrick@mcelhanney.com>

Subject: RE: V100003 - Application for Extension to Submit Compliance Assessment 2019 02 05

Hi Maurice,

Please find attached our revised extension request.

Given that July 13, 2019 is a Saturday, can you please advise what day the assessment will actually be completed?

Please don't hesitate to circle back with any questions.

Thanks, Layna Layna Dove CPHR
HR Generalist
The McElhanney Group Ltd.
www.mcelhanney.com
200 - 858 Beatty Street | Vancouver BC V6B 1C1
D 604 424 4717 | T 604 683 4350
LDove@mcelhanney.com | My LinkedIn Profile

Connect with McElhanney: Facebook | Twitter | LinkedIn

 $\textbf{From:} \ \underline{\text{maurice.yakibonge@labour-travail.gc.ca}} \\ < \underline{\text{maurice.yakibonge@labour-travail.gc.ca}} \\ < \underline{\text{naurice.yakibonge@labour-travail.gc.ca}} \\ > \underline{\text{On Behalf Of } \underline{\text{ee-position of the properties of the propert$

eme@hrsdc-rhdcc.gc.ca

Sent: February 8, 2019 5:13 AM

To: Victoria Kilpatrick < vkilpatrick@mcelhanney.com >; ee-eme@hrsdc-rhdcc.gc.ca; Layna Dove

<hdove@mcelhanney.com>

Subject: RE: V100003 - Application for Extension to Submit Compliance Assessment_2019_02_05

Good morning Victoria,

Considering the total number of employees in your organization, three-month extension is appropriate to get over 80% response rate. If the response rate is not reached after the extension, your organisation still has the opportunity to request another short extension to submit the information.

We will await receipt of your updated extension form showing the date of July 13th, 2018.

Thank you for your understanding.

Kind regards,

Maurice Ntambwe Yakibonge

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada Maurice. Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
Maurice. Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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

From: Victoria Kilpatrick < vkilpatrick@mcelhanney.com >

Sent: February-07-19 11:53 AM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>; Layna Dove <hdove@mcelhanney.com>

Subject: RE: V100003 - Application for Extension to Submit Compliance Assessment_2019_02_05

Hi there.

We're really hoping to keep the extension if possible as we are amalgamating the following number of employees

Current Employment Equity Company has 748 employees

And the two companies amalgamating have 290 and 37 respectively.

With the volume of change that is going on and our wish to do this audit correctly, I'm worried if we try to resurvey our employees too early, we'll get a poor response.

I'm hoping to take some time to let our employees know the purpose of the survey and why it is important that we demonstrate our true equity as we've made great strides in our goals in the last few years.

Thank you very much for your consideration.

Vicki Kilpatrick, CPHR
Corporate Human Resources Manager
The McElhanney Group Ltd.
www.mcelhanney.com
200 - 858 Beatty Street | Vancouver BC V6B 1C1 (New)
D 604 424 4871 | C 778 288 3406
vkilpatrick@mcelhanney.com

Connect with McElhanney: Facebook | Twitter | LinkedIn

From: <maurice.yakibonge@labour-travail.gc.ca> On Behalf Of ee-eme@hrsdc-rhdcc.gc.ca

Sent: Thursday, February 7, 2019 8:37 AM

To: Layna Dove <hdove@mcelhanney.com>; ee-eme@hrsdc-rhdcc.gc.ca

Cc: Victoria Kilpatrick < vkilpatrick@mcelhanney.com>

Subject: RE: V100003 - Application for Extension to Submit Compliance Assessment 2019 02 05

Good morning Layna,

Thank you for submitting the signed extension form.

We need the total number of employees that will be added to your workforce after the amalgamation to review you request for more than five months extension. Could you provide us with this information?

Your organisations can be granted an extension of a <u>maximum of three months</u> to survey the workforce and submit the required information. If you amend your form to show the date of <u>July 13th, 2019</u>, we would be happy to grant that extension. We will await receipt of your updated extension form showing the date of July 13th, 2018.

If you have any questions, please do not hesitate to contact us.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca

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

Navigo consider Mario con contrata de cont	

From: Layna Dove <hdove@mcelhanney.com> Sent: February-06-19 12:18 PM To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca> Cc: Victoria Kilpatrick < vkilpatrick@mcelhanney.com>; Yakibonge, Ntambwe N [NC] < maurice.yakibonge@labour-Subject: V100003 - Application for Extension to Submit Compliance Assessment 2019 02 05 Hello, Please find attached a request for extension to submit compliance assessment form signed by the President & CEO of McElhanney Consulting Services Ltd. Feel free to circle back with any questions. Thank you, Layna Layna Dove CPHR HR Generalist The McElhanney Group Ltd. www.mcelhanney.com 200 - 858 Beatty Street | Vancouver BC V6B 1C1 D 604 424 4717 | T 604 683 4350 LDove@mcelhanney.com | My LinkedIn Profile Connect with McElhanney: Facebook | Twitter | LinkedIn This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error, do not disseminate or copy this communication, and destroy all copies.

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Employment and Social Emploi et Développement Development Canada social Canada

McElhanney Consulting Services Ltd (certificate # V100003)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2019-09-24 to 2019-09-24

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	ı	Province			Census Metropolitan Areas				
ı	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	4	0	0	4	Calgary	89	28	0	117
Nova Scotia	1	1	0	2	Edmonton	54	42	0	96
New Brunswick	2	0	0	2	Regina	8	3	0	11
British Columbia	510	135	0	645	Vancouver	161	41	0	202
Saskatchewan	9	3	0	12	St. John's	9	1	0	10
Alberta	195	107	0	302	Saskatoon	1	0	0	1
Newfoundland and Labrador	9	1	0	10	Victoria	38	8	0	46
Yukon	1	0	0	1	Alta. less CMA	ıs 52	37	0	89
Total Employees in Cana	ıda 🕨			978	B.C. less CMA	s 311	86	0	397
. ,					N.B. less CMA	2	0	0	2
					N.S. less CMA	1	1	0	2
					Ont. less CMA	s 4	0	0	4
					Y.T.	1	0	0	1

Total Employees in Canada



978

Workforce Analysis - Summary Report

Date: 2019-09-24

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	1	8.3 %	27.6 %	3	-2	
02 : Middle and Other Managers	67	9	13.4 %	39.4 %	26	-17	
03 : Professionals	340	84	24.7 %	23.7 %	81	3	
04 : Semi-Professionals and Technicians	463	78	16.8 %	19.1 %	88	-10	
05 : Supervisors	33	31	93.9 %	57.8 %	19	12	
10 : Clerical Personnel	63	61	96.8 %	74.0 %	47	14	
Total	978	264	27.0 %	27.0 %	264	0	



Workforce Analysis - Summary Report

Date: 2019-09-24

Aboriginal Peoples

			Aborio	ginal Peoples	;		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	0	0.0 %	3.2 %	0	0	
02 : Middle and Other Managers	67	1	1.5 %	2.7 %	2	-1	
03 : Professionals	340	6	1.8 %	2.0 %	7	-1	
04 : Semi-Professionals and Technicians	463	16	3.5 %	4.7 %	22	-6	
05 : Supervisors	33	2	6.1 %	6.3 %	2	0	
10 : Clerical Personnel	63	3	4.8 %	6.6 %	4	-1	
Total	978	28	2.9 %	3.8 %	37	-9	



Workforce Analysis - Summary Report

Date: 2019-09-24

Members of Visible Minorities

			Members o	f Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	0	0.0 %	11.5 %	1	•	
02 : Middle and Other Managers	67	11	16.4 %	17.6 %	12	-1	
03 : Professionals	340	59	17.4 %	23.4 %	80	-21	
04 : Semi-Professionals and Technicians	463	48	10.4 %	20.5 %	95	-47	
05 : Supervisors	33	7	21.2 %	26.6 %	9	-2	
10 : Clerical Personnel	63	10	15.9 %	21.1 %	13	-3	
Total	978	135	13.8 %	21.4 %	210	-75	



Workforce Analysis - Summary Report

Date: 2019-09-24

Persons with Disabilities

			Persons	with Disabili	ties		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	79	4	5.1 %	5.0 %	4	0	
03 : Professionals	340	6	1.8 %	8.9 %	30	-24	
04 : Semi-Professionals and Technicians	463	18	3.9 %	7.6 %	35	-17	
05 : Supervisors	33	0	0.0 %	27.5 %	9	-9	
10 : Clerical Personnel	63	2	3.2 %	9.3 %	6	-4	
Total	978	30	3.1 %	8.6 %	84	-54	



Workforce Analysis - Summary Report

Date: 2019-09-24

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Due to specialized nature of positions

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-09-24

WFA Defaults - Persons with Disabilities

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



Part 1: Workforce Analysis

McElhanney Ltd.

[Date: 2019-09-24]

Data from First/Previous Workforce Analysis

1 1

Data from Fi	rst/Previous Work!	orce Analysis
YYYY	MM	DD
2019	09	24

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

		,	Гable 1: Women	l	
		First/Pr	evious Workforce A	Analysis	
E-ss 1.	extraort Faulty Occupational Cusum (FFOC)	All Employees	Wor	Women	
cmpa	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	12	1	27.6	
02	Middle & Other Managers	67	9	39.4	
03	Professionals	340	84	23.7	
04	Semi-Professionals & Technicians	463	78	19.1	
05	Supervisors	33	31	57.8	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	63	61	74.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		978	264	27.0	

,	Гable 5: Women			
Subsequent	/Current Workford	e Analysis		
All Employees	Won	Women		
	Representation	Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
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* Source:			
2006 Censu	is of Canad	da	

* Source:		

Federal Contractors Program Achievement Report	
Part 1: Workforce Analysis	
McElhanney Ltd.	
[Date: 2019-09-24]	

Part 1: Workforce Analysis

McElhanney Ltd.

[Date: 2019-09-24]

Data from First/Previous Workforce Analysis

1

	Analysis	- I
Data from S	ubsequent/Curre	nt worktorce

Data from Fi	rst/Previous Work	orce Analysis
YYYY	MM	DD
2019	09	24

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal Po	eoples
		First/Pr	evious Workforce A	Analysis
		All Employees	Aboriginal Peoples	
empa	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	0/0
01	Senior Managers	12	0	3.2
02	Middle & Other Managers	67	1	2.7
03	Professionals	340	6	2.0
04	Semi-Professionals & Technicians	463	16	4.7
05	Supervisors	33	2	6.3
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	63	3	6.6
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		978	28	3.8

Table 6: Aboriginal Peoples				
Subsequent	/Current Workford	e Analysis		
All Employees	Aborigina	Aboriginal Peoples		
	Representation	Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	o	0.0		
0	0	0.0		

* Source:		
0		

Part 1: Workforce Analysis

McElhanney Ltd.

[Date: 2019-09-24]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from Sul	bsequent/Curre Analysis	nt Workforce
1	1	1

Data from Fi	rst/Previous Work!	orce Analysis
YYYY	MM	DD
2019	09	24

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

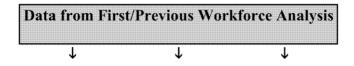
		Table 3: Members of Visible Minorities						
		First/Pr	evious Workforce A	Analysis				
Emale	symant Faulty Occupational Cuaya (FFOC)	All Employees	Members of Vis	sible Minorities				
Empa	oyment Equity Occupational Group (EEOG)		Representation	Availability*				
		#	#	%				
01	Senior Managers	12	0	11.5				
02	Middle & Other Managers	67	11	17.6				
03	Professionals	340	59	23.4				
04	Semi-Professionals & Technicians	463	48	20.5				
05	Supervisors	33	7	26.6				
06	Supervisors: Crafts & Trades	0	0	0.0				
07	Administrative & Senior Clerical Personnel	0	0	0.0				
08	Skilled Sales & Service Personnel	0	0	0.0				
09	Skilled Crafts & Trades Workers	0	0	0.0				
10	Clerical Personnel	63	10	21.1				
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	8.0				
Total		978	135	21.4				

Table 7: Members of Visible Minorities					
Subsequent/Current Workforce Analysis					
All Employees	Members of Vis	ible Minorities			
	Representation	Availability*			
#	#	%			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			

* Source:	
2006 Census of Canada	

*	Sour	ree:								
0										

Federal Contractors Program Achievement Report Part 1: Workforce Analysis McElhanney Ltd. [Date: 2019-09-24]



Data from Sub	osequent/Curro Analysis	ent Workforce
ψ	1	1

2019	09	24
YYYY	MM	DD
Data from Fir	rst/Previous Work!	orce Analysis

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4: Persons with Disabilities						
		First/Previous Workforce Analysis						
Emple	amont Faulty Occupational Cycup (FFOC)	All Employees	Persons with	Disabilities				
Employment Equity Occupational Group (EEOG)			Representation	Availability*				
		#	#	%				
01/02	Managers	79	4	5.0				
03	Professionals	340	6	8.9				
04	Semi-Professionals & Technicians	463	18	7.6				
05	Supervisors	33	0	27.5				
06	Supervisors: Crafts & Trades	0	0	0.0				
07	Administrative & Senior Clerical Personnel	0	0	0.0				
08	Skilled Sales & Service Personnel	0	0	0.0				
09	Skilled Crafts & Trades Workers	0	0	0.0				
10	Clerical Personnel	63	2	9.3				
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				
Total		978	30	3.1				

Table 8:	Persons with Dis	sabilities
Subsequent	t/Current Workforc	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	º/o
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	0	0.0

* Source:				
2012 Cana	dian Survey	on Disabilit	У	

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Part 2: Flow Data Analysis

McElhanney Ltd.

[Date: 2019-09-24]

Start	Date of Flow	Data
YYYY	MM	DD

End	Date of Flow	Data
YYYY	MM	DD

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

J.	J.	J.	J.
	Term	inated	
		•	
Data	irom Fori	n 6 - Empl	ovees :

			Table 1:	Women	
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	o
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
Tot	al	0	0	0	0

	Table 5:	Women	
Full-time /	National	Part-time /	National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	o	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

McElhanney Ltd.

[Date: 2019-09-24]

0	0	0
YYYY	MM	DD
Start	Date of Flow	/ Data

0	0	0
YYYY	MM	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

		Tat	ole 2: Abor	iginal Peo	ples
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
Tot	al	0	0	0	0

Full-time /	National	Part-time	National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
o	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Tabl	le 10: Abo	riginal Peo	ples
Full-time	/ National	Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

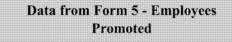
McElhanney Ltd.

[Date: 2019-09-24]

0	0	0
YYYY	MM	DD
Start	Date of Flow	/ Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired



Data from Form 6 - Employees Terminated	
Terminated	
1 et minateu	
201 minuted	

		Table	3: Persons	with Disa	bilities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group OG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
Tot	al	0	0	0	0

Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 1	1: Person	s with Disa	bilities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	(
0	0	0	(
0	0	0	C
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	C
0	0	0	(
0	0	0	(
0	0	0	0
0	0	0	C
0	0	0	C
0	0	0	(
0	0	0	0

Part 2: Flow Data Analysis

McElhanney Ltd.

[Date: 2019-09-24]

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired



		88	к	88	28	89	83	×	88	æ	8	82	×	28	×	88	88	8	3	88	٠.	×	88	33	88	88	28	2	×			я	88	×	88	88	8	22	88	8	88	33	88	833	88	28	w	88,	5	
																																	ı																	

		Table 4:	Members o	of Visible M	linorities	
		Full-time	/ National	Part-time	/ National	
	ployment Equity Occupational Group EOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	۸
		#	#	#	#	
01	Senior Managers	0	0	0	0	
02	Middle & Other Managers	0	0	0	0	
03	Professionals	0	0	0	0	
04	Semi-Professionals & Technicians	0	0	0	0	
05	Supervisors	0	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	0	0	0	0	
08	Skilled Sales & Service Personnel	0	0	0	0	
09	Skilled Crafts & Trades Workers	0	0	0	0	
10	Clerical Personnel	0	0	0	0	
11	Intermediate Sales & Service Personnel	0	0	0	0	
12	Semi-Skilled Manual Workers	o	0	0	0	
13	Other Sales & Service Personnel	0	0	0	0	
14	Other Manual Workers	0	0	0	0	
Tot	al	0	0	0	0	

Full-time	National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	(
0	0	0	C
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	0
0	0	0	0
0	0	0	0
ol	0	n	(

Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 3: Goals

McElhanney Ltd.

[Date: 2019-09-24]

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A	B	I C	D	E	F	G	Н	<u> </u>	J	<u>K</u>	L	М	N	0	P	Q	R	S	T	U
Data sources:	THE CONTRACT OF THE CONTRACT O	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		у Сх Нх 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis		K∻C	(K - M + O) ÷ (C + F)
		Ţ	Ţ	1	↓	ţ	Ţ	1	Į	Ţ	1	J.	Ţ	Ţ	Ţ	Ţ	Į.	Ţ	Ţ	Į.

Table 1: Women

										First/	Previous Sh	ort-term (ioals							
					All En	ployees									W	omen				
		Number	Cenn	eth (New Posi)	dam't	Turnover (R	eplacement o	f Terminated		Number				3 Year	Goals					
E	ployment Equity		Gior	iui (ven 1 um	usuma j		Employees)		Anticipated	Number	Turnover (Re Terminated		mres	Fron	ı-To					Projected
E0000000	cupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD			Required Over 3	7777	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
		2019-09-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Vears	2019-09-24	Annually	Over 3 Years	Years	2019	2022					Years
		#	9/0	%	#	0/0	9/6	#	#	#	%	#	#	#	9/0	%	#	#	%	0/6
0	Senior Managers	12	-100.0%		0	0.0%		0	0	1	0.0%	0	2	0	27.6%	27.6%	-2	-2	8.3%	8.3%
02	Middle & Other Managers	67	-100.0%		0	0.0%		0	0	9	0.0%	0	17	0	39,4%	39.4%	-17	-17	13.4%	13.4%
0.3	Professionals	340	-100.0%		0	0.0%		0	0	84	0.0%	0	-3	0	0.0%	23.7%	3	3	24.7%	24.7%
04	Semi-Professionals & Tech	463	-100.0%		0	0.0%		0	0	78	0.0%	0	10	0	19.2%	19.1%	-10	-10	16.8%	16.8%
0.5	Supervisors	33	-100.0%		0	0.0%		0	0	31	0.0%	0	-12	0	0.0%	57.8%	12	12	93.9%	93.9%
- 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!
01	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	63	-100.0%		0	0.0%		0	0	61	0.0%	0	-14	0	0.0%	74.0%	14	14	96.8%	96.8%
1	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!
Tot	al	978	-100.0%		0	0.0%		0	0	264	0.0%	0	0	0		27.0%	0	0	27.0%	27.0%

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

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

						Table 2: Women
F			Wom	en		
	ployment Equity cupational Group (EEOG)	Short-ter	m Goals	Long-ter	rm Goals	Comments
	cupational Group (EEGG)	#	9/6	#	9/6	
01	Senior Managers	0	27.6	0	28.0	
02	Middle & Other Managers	0	39.4	0	40.0	
03	Professionals	0	0.0	0	30.0	No gap
04	Semi-Professionals & Tech	0	19.2	0	30,0	
0.5	Supervisors	0	0.0	1	50.0	No gap
06	Supervisors: Crafts & Trades	0	0.0	0	0,0	
07	Administrative & Sr Clerical	0	0.0	0	0,0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0,0	0	0.0	
10	Clerical Personnel	0	0.0	0	50.0	No gap

						Federal Contractors Program Achievement Report
						Part 3: Goals
						McElhanney Ltd.
						[Date: 2019-09-24]
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd.

Data for First/Previous Goals

A	В	С	D	E	F	G	Н	<u> </u>	J	K	L	M	N	0	P	Q	R	S	T	L U
Data sources:	OSSOCIA POR PROPERTY AND AND A CONTRACT PROPERTY PROPERTY PROPERTY PROPERTY PROPERTY PROPERTY PROPERTY	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ^{\$}	Data Entr	CxHx3	F	From Workforce Analysis	Equivaler to H	tt KxLx3	(F x Q) - R	J x P	Data Entry		From Workforce Analysis	£ 2 33	K∻C	(K - M + O) ÷ (C
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[Date: 2019-09-24]

Table 3: Aboriginal Peoples

										First/	Previous Sh	ort-term (ioals							
					All Em	ployees									Aborigi	nal Peoples				
		,	<i>r</i>			Turnover (R	eplacement o	Terminated						3 Year	Goals					
		Number	Grov	eth (New Posit	uons)		Employees)		Anticipated	Number	Turnover (Re Terminated		Hires	Fron	- 10					Projected
E000000	iployment Equity cupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Över 3	YYYY-MM-DD			Required Over 3	1111	YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
	enperior of the property	2019-09-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-09-24	Annually	Over 3 Years	Years	2019	2022			•	,	Years
		#	9/0	%	#	9/4	9/6	#	#	#	%	#	#	#	9/0	%	#	#	%	%
0	1 Senior Managers	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.2%	3.2%	0	0	0.0%	0.0%
0	2 Middle & Other Managers	67	-100.0%		0	0.0%		0	0	1	0.0%	0	1	0	2.7%	2.7%	-1	-1	1.5%	1.5%
0	3 Professionals	340	-100.0%		0	0.0%		0	0	6	0.0%	0	1	0	2.0%	2.0%	+1	-1	1.8%	1.8%
- 0	4 Semi-Professionals & Tech	463	-100.0%		0	0.0%		0	0	16	0.0%	0	6	0	4.7%	4.7%	-6	-6	3.5%	3.5%
0	5 Supervisors	33	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0	6.3%	6.3%	0	0	6.1%	6.1%
0	6 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!
0	7 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
0	8 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!
0	9 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!
1	0 Clerical Personnel	63	-100.0%		0	0.0%		0	0	3	0.0%	0	1	0	6.7%	6.6%	-1	-1	4.8%	4.8%
1	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!
1	2 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!
1	3 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!
1	4 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!
To	tal	978	-100.0%		0	0.0%		0	0	28	0.0%	0	9	0		3.8%	-9	-9	2.9%	2.9%

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

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

						Table 4: Aboriginal Peoples
			Aboriginal	Peoples		
	iployment Equity cupational Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
	Cupational Group (EEOG)	#	9/6	#	%	
0	1 Senior Managers	(3.2	0	3.5	No gap
0	2 Middle & Other Managers	(2.7	0	3.0	
0	3 Professionals	(2.0	0	2.5	
- 0	4 Semí-Professionals & Tech	(4.7	C	5.0	
0	5 Supervisors	(6.3	0	7.0	No gap
0	6 Supervisors: Crafts & Trades	(0.0	0	0.0	
0	7 Administrative & Sr Clerical	(0.0	0	0.0	
0	8 Skilled Sales & Service	(0.0	0	0.0	
0	9 Skilled Crafts & Trades	(0,0	0	0,0	005320
1	0 Clerical Personnel	(6.7	0	7.0	-003520

						Federal Contractors Program Achievement Report
						Part 3: Goals
						McElhanney Ltd.
						[Date: 2019-09-24]
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd. [Date: 2019-09-24]

Data for First/Previous Goals В \mathbf{C} D E \mathbf{G} H K M N 0 0 R T U From Flow From Data (K - M +From From From From K x L x 3 (F x Q) - R (K - M + O) ÷ (C Equivalent Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Workforce F + I $J \times P$ Workforce $K \not \sim C$ Data sources: Workforce Data Entry Workforce O) - ((C+ to H +F) Workforce Analysis Analysis Analysis Analysis Analysis F) x O) Analysis[‡] 1 T 1 1 1 1 1 J Ţ 1 Table 5: Persons with Disabilities First/Previous Short-term Goals All Employees Persons with Disabilities 3 Year Goals **Turnover (Replacement of Terminated** Number Growth (New Positions) Turnover (Replacement of Employees) Hires From - To Anticipated Terminated Employees) Projected Employment Equity Required Present Projected Present Hires Over 3 1111-1111 YYYY-MM-DD Projected YYYY-MM-DD Representation in 3 Actual Projected Actual Present Gar Occupational Group (EEOG) Over 3 Availability Representation Years Years Years Over 3 Over 3 Over 3 2019-09-24 2022 2019-09-24 Annually Annually Annually 2019 Years Vears Vegre % % # % % # % % # # # % # # # % % # # 01/02 Managers -100.0% 0.09 0.0% 5.0% 5.1% 5.19 Professionals 340 -100.0% 0.09 0.0% 8.9% 8.9% -24 -24 1.8% 1.8% 04 Semi-Professionals & Tech 463 -100.0% 0.0% 18 7.6% -17 -13 3.9% 3.9% 0.0% 7.6% 05 Supervisors 33 -100.0% 0.0% 0.0% 27.5% 27.5% -9 0.0% 0.0% 06 Supervisors: Crafts & Trades 0.090.0% 0.0% 0.0% #DIV/0! #DIV/0! 07 Administrative & Sr Clerical 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 08 Skilled Sales & Service 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 10 Clerical Personnel -100.0% 0.0% 0.0% 9.3% 9.3% 3.2% 3.2% 0.0% #DIV/0! #DIV/0! 11 Intermediate Sales & Service 0.0% 0.0% 0.0% 12 Semi-Skilled Manual 0.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 0.0% #DIV/0! 13 Other Sales & Service 0.0% 0.0% #DIV/0! 14 0.0% 0.0% #DIV/0! #DIV/0! Other Manual Workers 0.0% 0.0%

0.0%

978

-100,0%

Total

0.0%

						Table 6: Persons with Disabilities
		P	ersons with	Disabilities		
	ployment Equity upational Group (EEOG)	Short-ter	m Goals	Long-term Goa	ls	Comments
	apational Group (EEGG)	#	%	# %		
01/0	2 Managers	0	5.0	0	6 No gap	
03	Professionals	0	8.9	0	5.0	
04	Semi-Professionals & Tech	0	7.6	0	8.0	
05	Supervisors	0	27.5	0 :	18.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0,0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0,0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	9,3	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0,0	005322
12	Semi-Skilled Manual	0	0.0	0	0.0	003322

3.1%

3.1%

3.1%

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

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.

					Federal Contractors Program Achievement Report
					Part 3: Goals
					McElhanney Ltd.
					[Date: 2019-09-24]
13	Other Sales & Service Other Manual Workers	0.0	0	0.0	
14	Other Manual Workers	0.0	0	0.0	
Total		0.0	0	0.0	

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd.

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[Date: 2019-09-24]

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A	В	C	D	E	F	G	Н	I	J	į K	L	М	N	0	P	Q	R	S	T	U
Data sources:	ONI OPPORTUNISMENTAL MARKET SE RECORDINATION OF THE SECOND SECOND SECOND SECOND SECOND SECOND SECOND SECOND SE	From Workforce Analysis	1	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data En	try C x H x	3 F+1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	Workfore	(K - M + e O) - ((C + F) x Q)		(K - M + O) ÷ (C + F)

Table 7: Members of Visible Minorities First/Previous Short-term Goals All Employees Members of Visible Minorities 3 Year Goals **Turnover (Replacement of Terminated** Number Growth (New Positions) Turnover (Replacement of Employees) Hires From - To Anticipated Terminated Employees) Projected Employment Equity Required Present Projected Present Projected Hires Over 3 YYYY-MM-DD 1111-1111 Representation in 3 YYYY-MM-DD Projected Present Gap Actual Actual Occupational Group (EEOG) Over 3 Availability Representation Years Years Years Over 3 Over 3 Over 3 2019-09-24 2019-09-24 2022 Annually Annually Annually 2019 Years Years Voors % % # % % # % % # # # % # # # % % # # Senior Managers 12 -100.0% 0.09 0.0% 11.5% 11.5% 0.0% 0.0% Middle & Other Managers 67 -100.0% 0.09 0.0% 17.6% 17.6% 16.4% 16.4% 03 Professionals 340 -100.0% 0.0% 59 23.4% 23.4% -21 -21 17.4% 0.0% 21 17.4% 04 Semi-Professionals & Tech 463 -100.0% 0.0% 48 0.0% 20.5% 20.5% -47 -47 10.4% 10.4% 05 Supervisors 33 -100.0% 0.0% 0.0% 26.6% 26.6% -2 21.2% 21.2% 06 Supervisors: Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Administrative & Sr Clerical 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Skilled Sales & Service 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 20.9% 10 Clerical Personnel 63 -100.0% 10 0.0% 21.1% 15.9% 15.9% Intermediate Sales & Service 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Semi-Skilled Manual 0.0% 12 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 0.0% #DIV/0! #DIV/0! 13 Other Sales & Service 0.0% 0.0% 0.0% 14 Other Manual Workers 0.09 0.090.0% 8.0% #DIV/0! #DIV/0! -100.0% 0.0% 135 0.0% -74 -74 13.8% 13.8% Total 21.4%

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

						Table 8: Members of Visible Minorities
		Men	ibers of Visi	ible Minoritie	s	
	ployment Equity cupational Group (EEOG)	Short-ter	m Goals	Long-term Goals		Comments
	cupational Group (EEGG)	# %		# %		
0	1 Senior Managers	0	11.5	0	12.0	
0	2 Middle & Other Managers	0	17.6	0	18.0	
0	3 Professionals	0	23.4	0	24.0	
- 0	4 Semi-Professionals & Tech	0	20.5	0	21.0	
0	5 Supervisors	0	26.6	0	27.0	
- 0	6 Supervisors: Crafts & Trades	0	0.0	0	0.0	
0	7 Administrative & Sr Clerical	0	0.0	0	0.0	
0	8 Skilled Sales & Service	0	0.0	0	0.0	
0	9 Skilled Crafts & Trades	0	0.0	0	0.0	-005324
1	0 Clerical Personnel	G	20.9	0	21.0	000324

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

	Federal Contractors Program Achievement Report												
	Part 3: Goals												
						McElhanney Ltd.							
	[Date: 2019-09-24]												
11	Intermediate Sales & Service	0	0.0	0	0.0								
12	Semi-Skilled Manual	0	0.0	0	0.0								
13	Other Sales & Service	0	0.0	0	0.0								
14	Other Manual Workers	0	0.0	0	0.0								
Total		0	0.0	0	0.0								

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd.

[Date: 2019-09-24]

									Data for	Subseque	nt/Curre	nt Goals							
A B	<u>C</u>	D	E	F	G	Н	I	J	K	L	M	N	0	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 ³		CxHx3	F+I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K∻€	(K - M + O) ÷ (C + F)
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										Table 9:	Women								
									Subsequ	ent/Current	t Short-teri	n Goals							
				All En	ployees									W	omen				
					T					T			1 V	or Conte					

									Subsequ	ent/Current	t Short-tern	n Goals							
				All En	iployees									"	omen				
	Number	Growth (New Positions)		ions)	Turnover (Replacement of Terminated				Number	Tuesday (D	Turnover (Replacement of		3 Year Goals						
Employment Equity						Employees)		Anticipated			Employees)	Hires Required	Fron	n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	-YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	tears		Annually	Over 3 Years	Years	0	3					rears
	#	9/6	%	1 cars	9%	9/4	1 cars	4	4	%	rears #	+	4	9/0	%	#	44	9/0	0%
01 Senior Managers	0	-100.0%	/0		0.0%	/6		7	7	0.0%			- 0	/0	0.0%	0	- 0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		Č	0.0%		0	, o	0	0.0%	0	0	0		0.0%	o	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		(0.0%		0	0	0	0.0%	. 0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	0	0.0%		- 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		-	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

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

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

						Table 10: Women
			Won	ien		
Cer	ployment Equity upational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	upational Group (EECG)	%			%	
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	
0.5	Supervisors		0.0		0.0	
0€	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	005226
10	Clerical Personnel		0.0		0.0	005326

				Federal Contractors Program Achievement Report								
	Part 3: Goals											
				McElhanney Ltd.								
	[Date: 2019-09-24]											
11 Intermediate Sales & Service		0.0	0.0									
12 Semi-Skilled Manual		0.0	0.0									
13 Other Sales & Service 14 Other Manual Workers		0.0	0.0									
14 Other Manual Workers		0.0	0.0									
Total		0.0	0.0									

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd. [Date: 2019-09-24]

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis ³	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K∻C	(K - M + O) ÷ (C
	1	Ţ	Ţ	J	Ų.	Ţ	Ţ	J	Ţ	1	Į.	1	Ţ	Į.	Ţ	Ţ	J.	Ų	<u> </u>
										11: Abor									
									Subsequ	ent/Current	Short-terr	n Goals							
		T		All En	nployees			T							nal Peoples		ı		
	Number	Grev	oth (New Posi	tions)	Turnøver (R	eplacement of	Terminated		Number	Turnover (R	eplacement of			or Goals					
Employment Equity			1			Employees)		Anticipated			Employees)	Hires Required		m - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj		Hires Over 3 Years	VVVV-MM-DD			Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	0/4	%	#	#	±	%	#	#	#	9/6	%	#	#	%	0/e
01 Senior Managers		-100.0%	/0	,	0.0%	/6		1 0	1	0.0%	- 0			1 /0	0.0%		n 0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%			0.0%		0	0	0	0.0%	0	0	ì		0.0%	. 0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%			0.0%		0	0	0	0.0%	0	0	()	0.0%	. 0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	. 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%			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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!

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

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Total

0.0%

						Table 12: Aboriginal Peoples
E	stormant Family		Aborigina	Peoples		
Oct	oloyment Equity upational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
			%		%	
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	
0€	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	005328
10	Clerical Personnel		0.0		0.0	-005328

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

			Federal Contractors Program Achievement Report
			Part 3: Goals
			McElhanney Ltd.
			[Date: 2019-09-24]
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service 14 Other Manual Workers	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd. [Date: 2019-09-24]

Data for Subsequent/Current Goals В \mathbf{C} D E \mathbf{G} H K M N 0 0 R T U From Flow (K - M + From Data From From From From K x L x 3 (F x Q) - R (K - M + O) ÷ (C Equivalent Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Workforce F + IWorkforce $J \times P$ Workforce $K \not \sim C$ Data sources: Data Entry Workforce O) - ((C+ to H +F) Workforce Analysis Analysis Analysis Analysis Analysis F) x Q) Analysis[‡] 1 T 1 1 1 1 1 J Ţ 1 Table 13: Persons with Disabilities Subsequent/Current Short-term Goals All Employees Persons with Disabilities 3 Year Goals **Turnover (Replacement of Terminated** Number Growth (New Positions) Turnover (Replacement of Employees) Hires From - To Anticipated Terminated Employees) Projected Employment Equity Required Present Projected Present Hires Over 3 **** Representation in 3 YYYY-MM-DD Projected YYYY-MM-DD Actual Projected Actual Present Gar Occupational Group (EEOG) Over 3 Availability Representation Years Years Years Over 3 Over 3 Over 3 Annually Annually Annually Years Vears Vegre % # % % # % % # # # % # # # % % # # % 01/02 Managers -100.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0! Professionals -100.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0 04 Semi-Professionals & Tech -100.0% 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 05 Supervisors -100.0% 0.0% 0.0% 0.0%#DIV/0! #DIV/0! Supervisors: Crafts & Trades 0.090.0% 0.0% 0.0% #DIV/0! #DIV/0! 07 Administrative & Sr Clerical 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 08 Skilled Sales & Service 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 10 Clerical Personnel -100.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 0.0% #DIV/0! 11 Intermediate Sales & Service 0.0% 0.0% 0.0% #DIV/0! 12 Semi-Skilled Manual 0.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 0.0% #DIV/0! 13 Other Sales & Service 0.0% 0.0% #DIV/0! 14 0.0% 0.0% 0.0% #DIV/0! Other Manual Workers 0.0% #DIV/0!

0.0%

-100.0%

Total

0.0%

						Table 14: Persons with Disabilities
		P	ersons with	Disabilities		
	loyment Equity ipational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
	ipanokai Group (EEGG)		%		%	
01/0	2 Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semí-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	005330
12	Semi-Skilled Manual		0.0		0.0	003330

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0.0%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 - 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.

	Federal Contractors Program Achievement Report
	Part 3: Goals
	McElhanney Ltd.
	[Date: 2019-09-24]
13 Other Sales & Service 14 Other Manual Workers	
Total	0.0

Federal Contractors Program Achievement Report Part 3: Goals McElhanney Ltd. [Date: 2019-09-24]

Data for Subsequent/Current Goals В \mathbf{C} D E \mathbf{G} H K M N 0 0 R T U From Flow (K - M + From Data From From From From K x L x 3 (F x Q) - R (K - M + O) ÷ (C Equivalent Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Workforce F + IWorkforce $J \times P$ Workforce $K \not = C$ Data sources: Data Entry Workforce O) - ((C+ to H +F) Workforce Analysis Analysis Analysis Analysis Analysis F) x O) Analysis[‡] 1 T 1 1 1 1 1 T 1 Table 15: Members of Visible Minorities Subsequent/Current Short-term Goals All Employees Members of Visible Minorities 3 Year Goals **Turnover (Replacement of Terminated** Number Growth (New Positions) Turnover (Replacement of Employees) Hires From - To Anticipated Terminated Employees) Projected Employment Equity Required Present Projected Present Hires Over 3 **** YYYY-MM-DD Projected YYYY-MM-DD Representation in 3 Actual Projected Actual Present Gar Occupational Group (EEOG) Over 3 Availability Representation Years Years Years Over 3 Over 3 Over 3 Annually Annually Annually Vears Voore Vegre % # % % # % % # # # % # # # % % # # % Senior Managers -100.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0 Middle & Other Managers -100.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0 03 Professionals -100.0% 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 04 Semi-Professionals & Tech -100.0% 0.0% 0.0% 0.0%#DIV/0! #DIV/0! 05 Supervisors -100.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0 06 Supervisors: Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 07 Administrative & Sr Clerical 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 08 Skilled Sales & Service 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 09 Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 0.0% #DIV/0! 10 Clerical Personnel -100.0% 0.0% 0.0% #DIV/0! 11 Intermediate Sales & Service 0.0% 0.09 0.0% 0.0% #DIV/0! #DIV/0! Semi-Skilled Manual 0.0% 12 0.0% 0.0% #DIV/0! #DIV/0! 0.0% 0.0% #DIV/0! #DIV/0! 13 Other Sales & Service 0.0% 0.0% 0.0% 14 Other Manual Workers 0.09 0.090.0% 0.0% #DIV/0! #DIV/0!

0.0%

-100.0%

Total

0.0%

						Table 16: Members of Visible Minorities
r	dament Position	Men	ibers of Visi	ble Minorities		
Occ	oloyment Equity upational Group (EEOG)	Short-tei	m Goals	Long-term (Goals	Comments
			%		%	
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	005332
10	Clerical Personnel		0.0		0.0	005532

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[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 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.

			Federal Contractors Program Achievement Report
			Part 3: Goals
			McElhanney Ltd.
			[Date: 2019-09-24]
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service 14 Other Manual Workers	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

									Feder	al Contr	actors l	Prograi	n Achie	vement	Report									
		Part 4: Results McElhanne																						
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		Part 1: Workforce Analysis Part 1: Workforce Analysis Part 2: Flow Analysis Part 2: Flow Analysis Part 3: Flow Analysis Part 3: Flow Analysis Part 4: Flow Analy																						
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Oct	cupational Group	Year			**								omen					omen			ier		omen	
(EE	(OG)		All Employees	Represer		Avail	ability	Gap		All Employees	Act		Expected	Difference	All Employee	Act		Expected	Difference	All Employees	Actu		Expected	Difference
			# 12	# 1			# 2			#	#	%	#	#	#	#	6/6	#	#	#	#	%	Ħ	#
01	Senior Managers		0	l		!	ļ			0	0	0.0	0		0 0	0	0.0	0	C	0	0	0.0	() 0
02	Middle & Other		67				<u></u>	†																
	Managers	ofessionals 2019 340 84 24.7 23.7 81 3 104.2													0 0	0	0.0	0	0	0	0	0.0	-)[()
03	Professionals	Oressionais 0 0 0 0 0.0 0.0 0 0 0 0.0 0 0 0.0														0	0.0	0	C	0	0	0.0	(0
04	Semi-Professionals & Technicians		ł	······································		!	·	!		0	Λ	0.0	0		0 0	0	0,0			J	0	0.0) 0
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0.5				+		-	1		_	0	0	0.0	0	1	0 6	0	0.0	0	(0	0	0.0	(0
06	Supervisors: Crafts & Trades		0			}	-{	0		0	0	0.0	0	4	0 0	0	0.0	0	(0	0	0.0	(0
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	ployment Equity cupational Group	Year	F	low Data	ien		Short-te	rm Goals	i	1	Long-ter Woo							,	Commen	te.				
	COG)		All Employees			Goal	Percent of	Geal	Percent of	Goal	Percent of	Goal	Percent of					•	Jonnien	113				
		#	и	ü	%	#	Goal Met	%	Goal Met	4	Goal Met	%	Goal Met											
01	Senior Managers	0	0		0.0	I	 	27.6	0.0		0.0	28.0	0.0											
	Middle & Other	3	0	0	0.0		0.0	0.0 39.4	0.0	0	0.0	0.0 40.0	0.0											
02	Managers	3	0	0	0.0	V	0.0	0.0	0.0	V	0.0	0.0	0.0											
03	Professionals	0	0	0	0.0	0	0.0	0.0	0.0		0.0	30.0	0.0											
	Semi-Professionals &	0.0	0	0.0	0.0 19.2	0.0	0	0.0	0.0 30.0	0.0														
04	Technicians	3	0	0	0.0			0.0	0.0			0.0	0.0											
05	Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	50.0 0.0	0,0											
06	Supervisors: Crafts &	0	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
96	Trades	3	0	0	0.0			0.0	0.0			0.0	0.0									Page 2	5 of 17 o	05334
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Federal Contractors Program Achievement Report	
Part 4: Results - Women	
McElhanney Ltd.	
[Date: 2019-09-24]	

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A B	l C	D	E	F	G	H	I	J	K	L	M	<u> N</u>	<u> </u>		P	Q	<u> </u>	R]	S	Т	U	<u>V</u>	W	X	Y	
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(EEOG)	OG) All Employees Representation Availability Gap EE Result All Employees Actual Expecte # # # % % # # % # # % # # % # # % #														imployees	Ac	tual		Expected	Difference	All Employees	Ac	tual	Expected	Difference	
		#	#		•	#	#			#	%	#	#		#	#	•	9,6	#	#	#	#	*/*	#	ü	
07 Administrative & Senior Clerical	2019	0	0	0.0	0.0		0	0.0	4	0	0.0			0	0	0		0.0	0	0	0		0.0		1 0	
08 Skilled Sales &	2019	0	0	0.0	0.0	0	0	0.0									and the same of th									
Service Personnel	2019	0	0	0.0	0.0	3	0	0.0	-	0	0.0	(0	0	•)	0.0	0	0	0	0	0.0	(0	
09 Skilled Crafts & Trades Workers	0	0	ł	0.0	0.0	·	0	0.0		0	0.0	(0	0	0	- Transmission	0.0	0	0	0	0	0.0	(d 0	
10 Clerical Personnel	2019	63	ł	96.8 0.0	74.0 0.0		14	130.8 0.0	1		0.0	ļ.,,				•	томенти	0,0	0				0.0			
11 Intermediate Sales &	2019	0		0.0	! 	1	0	0.0	1	0	0.0	<u> </u>	1	0	0	ξ,		0.0	U	0	0	0	0.1		1 0	
Service Personnel	0	0	 	0.0	-	1	0	0.0	1	0	0.0	(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	4	0	0.0	(0	0	0		0.0	0	0	0	0	0.0	() 0	
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F+1x100	Part 3: Goals	E+Kx100	Part 3: Goals	F = M x 100	00000000000000000000000000000000000000													
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Oo Skilled Crafts &	0	0	ļ	0.0	0	0.0	0.0 0.0		 	0.0			-													
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10 Clerical Personnel	3	0	0	0.0		0.0	0.0 0.0	1		0.0	50.0 0.0	1														
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12 Workers	3	ļ		0.0		0.0		±	1	,,,,		· • · · · · · · · · · · · · · · · · · ·	-										Pgas 2	8 of 47 o		
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Federal Contractors Program Achievement Report
Part 4: Results - Women
McElhanney Ltd.
[Date: 2019-09-24]

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14 Other Manual Workers 2019 0 0 0 0 0 0 0 0 0																								
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Column C	14 Omes Mandai Workers						0	Ü		0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
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New Entrants Year Flow Data Short-term Goals Short-term Goal	Data sources:			Data E	÷D x 100		E÷Gx 100		F÷1x 100	Part 3; Goals	E+K×100		F ÷ M x 100											
Flow Data Short-term Goals	***************************************		1	<u> </u>	1	1	1	1	Ţ	1	, <u>1</u>	1	1	1										
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Total	14 Other Manual Workers	-	0	~!-	0.0			0.0	0.0			0.0	0.0											
	Total	3	0	0	0.0	0	0.0	0.0 0.0	0.0	0	0.0	0.0	I											

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples McElhannev Ltd. [Date: 2019-09-24] C M P V В D E F G H J K L N 0 O R S T U W \mathbf{X} Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flov art 2: Flos $V \oplus U_X$ $\mathbf{E}=\mathbf{D}$ DxG $E \oplus H$ Part 2: Flow $L \pm K$ Part 2: Flow Part 2: Flow Data sources Workforce Workforce Workforce E - H Data K x G ÷ 100 $L \cdot N$ Data O - P x 100 P x F + 100 0.8 Data U x F ± 100 $V \cdot X$ x 100 ± 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 T T Ţ J T 1 1 1 1 1 T Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** All Employer All Employee All Employee di Employee (EEOG) EE Result Actual Difference Actual Representation Availability Gap Expected Actual Expected Difference Expected Difference % % % 2019 0 0.0 3.2 0.0 12 01 Senior Managers 0.0 0.0 0.0 0.0 0.0 0 0 0 0.0 2019 2.7 55.3 Middle & Other 1.5 Managers 0.0 0.0 0.0 0.0 0 0.0 0.0 2.0 88.2 2019 1.8 03 Professionals 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 22 2019 463 16 3.5 4.7 73.5 Semi-Professionals & Technicians 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2019 33 6.1 6.3 96.2 05 Supervisors 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2019 0 0.0 0.0 Supervisors: Crafts & 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow Part 3: Part 3 Data sources: Data E = D x 100 3 ± G x 100 F = Lx 100 Part 3: Goals E+K x 100 ~ M x 100 Data Analysi: Goals Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals Employment Equity Year **Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % 0 0.0 0.0 3.2 0.0 0.0 3.5 0.0 01 Senior Managers 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0 0.0 0.0 2.7 0.0 0.0 3.0 0.0 Managers 0.0 0.0 0.0 0.0 0 0.0 2.0 2.5 0.0 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0.0 5.0 0 0.0 0.0 4.7 0.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 6.3 0.0 0.0 7.0 0.0 05 Supervisors 0.0 0.0 0 0.0 0.0 0.0 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
McElhanney Ltd.
[Date: 2019-09-24]

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples McElhannev Ltd. [Date: 2019-09-24] C V В D E F \mathbf{G} H J K L M N 0 P O R S T U W \mathbf{X} Y Part 1: Part 1: Part 1: Part 2: Flov Part 2: Flov art 2: Flos $V \oplus U_X$ $\mathbf{E}=\mathbf{D}$ DxG $E \oplus H$ Part 2: Flow $L \pm K$ Part 2: Flow Part 2: Flow Workforce Workforce Workforce E - H Data K x G ÷ 100 $L \cdot N$ Data O - P x 100 P x F + 100 0.8 Data U x F ± 100 $V \cdot X$ Data sources x 100 ± 100 x.100Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis T T T Ţ J 1 1 1 ↓ 1 1 T Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** All Employee All Employee All Employed dl Emolovei (EEOG) Actual Actual Representation Availability Gap EE Result Expected Difference Actual Expected Difference Expected Difference % % % 2019 0 0.0 0.0 0.0 Administrative & Senior Clerical 0.0 0.0 0.0 0.0 0 0 0.0 0 0.0 2019 Skilled Sales & 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 n 2019 4.8 72.2 6.6 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 Semi-Skilled Manual 2019 0 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow Part 3: Part 3 Data sources: Data E = D x 100 + G x 100 F = Lx 100 Part 3: Goals E+K x 100 ~ M x 100 Data Analysi: Goals Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals Employment Equity Year **Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent o Percent o Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Administrative & Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service Personnel 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0.0 0.0 0.0 09 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 7.0 0 0.0 0.0 6.7 0.0 0.0 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 Service Personnel 0.0 0 0.0 0.0 0.0 0.0 0 0.0 Semi-Skilled Manual 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
McElhanney Ltd.
[Date: 2019-09-24]

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A B C D E F G H I J										L	М	<u>N</u>	O P Q R S T							UVWXY					
Data sources:	HELKECCH (ECONOMINATION)	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 Data Analysis Analysis X 100 K x G = 100				L · N Part 2: Flow Data Data Analysis Analysis Part 2: Flow Data Operation Part 2: Flow Data						Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F + 100	V - X		
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Employment Equity Occupational Group	Year			W.	orkforce Aborigina	I Daniel				I	Hires	inal Peoples			Pr	omotior	18 nat Peoples			Te	rminatio	OHS inal Peoples			
(EEOG)		All Employees	Represen	tation	Availa		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Actu		Expected	Difference	All Employees	Act		Expected	Difference		
	¥	#	#	%	%	#	Ħ	%	#	#	%	#	#	#	#	%	#	#	#	#	%	Ħ	н		
13 Other Sales & Service Personnel	2019	0	0	0.0 0.0	0.0	0	0	0.0	0	0	0.0	0	ſ)	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		· ·	ĺ		0.0	- U		· ·	, v	0,0		<u> </u>		
14 Other Mandar Workers	0 2019	0	0	0.0	0.0	37	0 _9	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0		
Total	0	978 0	28 0	2.9 0.0	3.8 0.0	0	-9 0	75.3 0.0	0	0	0.0	0	(0	0	0,0	0	0	0	0	0.0	0	0		
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	+ D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F÷1x 100	Part 3; Goals	E+Kx 100	Part 3: Goals	F ÷ M x 100													
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			Entran	ts					oals																
Employment Equity	Year	F	low Data Aboriginal	Paradas			rm Goals al Peoples			Long-ter Aborigina							,								
Occupational Group (EEOG)		All Employees			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Commen	ES						
	#	#	#	%	#	Goal Met	%	Goal Met	,,	Goal Met	%	Goal Met													
Other Sales & Service	0	0	0	0.0	0	0.0	0.0	0.0	0	0,0	0.0	0.0													
Personnel	3 0	0	0	0.0	n	0.0	0.0 0.0	0.0	n	0.0	0.0														
14 Other Manual Workers	3	0	0	0.0	U	0.0	0.0	0.0	U	0.0	0.0														
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	1	I													
	3	0	0	0.0			0.0	0.0		<u> </u>	0.0	0.0													

									Fede	ral Conti	ractors	Progra	m Achie	vement	Report									
										Part 6: R	lesults -	Person	s with I	Disabiliti	es									
											McE	Ilhanne	y Ltd.											
											[Date	e: 2019-	-09-24]											
	В	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	l Q	R	S	T	U	V	W	X	Y
Data s	ources:	0.14CC14E009959333333	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 Duta Analysis			PxF÷100	Q · S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V · X
			Ţ	1	Ţ	Ţ	Ţ	Ţ	Ţ	J	Ţ	1	Ţ	<u> </u>	1	1	1	<u> </u>	J	1	Ţ	1	1	<u> </u>
				1		orce An									,			nalysis		·				
	loyment Equity upational Group	Year				orkforce Persons with					1	Hires Persons w	ith Disabilitie			1	Persons v	IIS ith Disabilitie	*		To	Persons wi	HS th Disabilitie	
(EE			All Employees	Represen		Avail		Gap	EE Result	All Employee	\ Ac	tual	Expected	Difference	All Employee	S Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference
		#	#	#	%	%	#	#	9%	#	#	**	#	#	#	#	9%	#	#	#	#	**	Ħ	#
01& 02	Managers	2019 0	79 0	4 0	5.1 0.0	5.0 0.0		0	101.3	() 0	0.0	0	() () (0.0	0	0	0	0	0.0	0	0
03	Professionals	2019	340		1.8	!	}	-24	19.8			***************************************												
	Semi-Professionals &	0 2019	463	0 18	3.9	0.0 7.6	-	0 -17	0.0 51.2	(0	0.0	0	() (0 0	0.0	0	0	0	0	0.0	0	0
1 113 1	Fechnicians	0	0	0	0.0		5	0	0.0	() 0	0.0	0	() (0,0	0	0	0	0	0.0	0	0
05	Supervisors	2019 0	33	0	0.0	27.5 0.0	ş	-9 0	0.0			0.0		() (0,0				0	0.0		
06	Supervisors: Crafts &	2019	0	0	0.0	_		0	0.0	,		0.0		,	1	, ,	0,0	, 0		, 0	V	0.0		
	Frades	0	0	0	0.0	0.0	0	0	0.0	() 0	0.0	0	() (0.0	0	0	0	0	0.0	0	0
Data s	DIFCES:	200222222222222222222222222222222222222	Part 2: Flow Data Analysis	Analysis	- D x 100	Goals	E + G x 100	Goals	F ÷ I x 100			Goals	F ÷ M x 100	William Department of the Control of										
			J		1	1	<u> </u>	1	1	1	1	1	1	I										
				Entran	ts		CL 44	C - 1		oals														
	loyment Equity upational Group	Year	F	low Data Persons				rm Goals a Disabilities			Long-ter							4	Commen	te				
(EE			All Employees	Disabil Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Percent of Goal Met					`	Johnnen	13				
		#	#	#	%	#	8/0	%	%	#	%	%	2/6											
01& 02	Managers	0	0	0	0.0		0.0	5.0	0.0	(0.0													
	Professionals	0	0	0	0.0		0,0	0.0 8.9	0.0	(0.0	0.0	4											
		3	0	0	0.0			0.0	0.0			0.0	-											
04	Semi-Professionals & Fechnicians	3	0	0	0.0		0.0	7.6 0.0	0.0		0.0	0.0												
05	Supervisors	0	0	0	0.0	kees and the second	0.0	27.5	0.0		0.0	×	·											
	Supervisors: Crafts &	3 0	0	0	0.0		0.0	0.0	0.0		0.0	0.0												
	Frades	3	0	0	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities McElhannev Ltd. [Date: 2019-09-24] C В D E F \mathbf{G} H J K L M N 0 P O R S T U V W \mathbf{X} Y Part 1: Part 1: Part 1: Part 2: Flov Part 2: Flov art 2: Flov $V \oplus U_X$ $\mathbf{E}=\mathbf{D}$ DxG $E \oplus H$ Part 2: Flow $L \pm K$ Part 2: Flow Part 2: Flow Workforce Workforce Workforce E - H Data $K \times G = 100$ $L \cdot N$ Data O - P x 100 P x F + 100 0.8 Data U x F ± 100 $V \cdot X$ Data sources: x 100 ± 100 x.100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis T T Ţ J 1 1 1 Ţ 1 1 T T Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employee M Employer All Employed di Employe (EEOG) Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % 2019 0.0 0.0 Administrative & 0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 2019 Skilled Sales & 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 n 2019 3.2 9.3 34.1 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 Semi-Skilled Manual 2019 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow Part 3: Part 3 Data sources: Data E = D x 100 3 ± G x 100 F = Lx 100 Part 3: Goals E+K x 100 ≈ M x 100 Data Analysis Goals Goals Goals Analysis 1 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All Employee (EEOG) Percent of Percent of Percent of Percent of Goal Actual Goal Goal Met Goal Met Goal Met Goal Met # % # Ħ % % 9.0 % Ħ % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service Personnel 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 9.3 0.0 0.0 10.0 10 Clerical Personnel 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0.0

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						Part 6: Results - Po	ersons v	rith Disabilities
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Workers	3	0	0	0.0	0.0	0.0	0.0	0.0

								Fede	ral Conti	ractors	Prograi	m Achie	vement l	Renort									
									Part 6: R														
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AB	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
Data sources: Part 1: Part 1: E = D					Part 1: Workforce Analysis	D x G + 100	E - H	E+H x100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K ×100	K x G + 100	L·N	Part 2: Flow Dutu 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÷Ux 100	UxF÷100	V · X
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			1	Vorkfo	orce Ana	alysis									Flow l	Data A	nalysis		-				
Employment Equity Occupational Group	Year		1		orkforce Persons with	N				T	Hires	ith Disabilities			P	romotio	15 th Disabilitie			Te	rminatio	OHS th Disabilities	
(EEOG)		All Employees	Represer		rersons with Availal		Gap	EE Result	All Employee	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act	tual	Expected	Difference
,	#	#	#	9%	%	#	#	9%	#	ø	%	#	#	#	ä	6/g	#	#	#	#	%	¥	#
Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0							0	0.0		^		0	0.0	n	
	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	U
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	0.0	0	0
Total	2019	978	30	3.1	3.1	30	0	99.0		<u> </u>												n	
	0	0	0	0.0	0.0	0	0	0.0		7 0	0.0	0	0	1 0	0	0,0	0	1 0	<u> </u>	0	0.0	0	θ
Data sources:	***************************************	Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	÷ D x 100	Part 3: Goals	E÷G x 100	Part 3: Goals	F÷1x 100	Part 3; Goals	E + K x 100	Part 3: Goals	F + M x 100											
43002332.444.44444444444443993333333333344444444	178937920PCOHCC444460	J		1		J	<u> </u>	i	<u> </u>	Ţ	.	J											
		New	Entran	ts				G	loals														
Employment Equity	Year	F	low Data Persons		5	Short-te	rm Goals	i		Long-ter	m Goals												
Occupational Group (EEOG)	1 car	All Employees	Disabil	lities		Persons with Percent of Goal Met	h Disabilities Goal	Percent of Goal Met	Goal	Persons with Percent of Goal Met	Disabilities Goal	Percent of Goal Met					(Commen	ts				
	#	#	#	%	#	%	9/6	Guai Mei	#	%	9/6	26											
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0		(0.0	0.0	II											
14 Other Manual Workers	3 0	0	0	0.0	0	0.0	0.0	0.0	(0.0		0.0											
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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities McElhanney Ltd. [Date: 2019-09-24] C M P V В D E F \mathbf{G} H 1 J K L N 0 O R S T U W \mathbf{X} Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flov art 2: Flos $V \oplus U_X$ $\mathbf{E}=\mathbf{D}$ $D \times G$ $E \oplus H$ Part 2: Flow $L \pm K$ Part 2: Flow Part 2: Flow Data sources Workforce Workforce Workforce E - H Data $K \times G = 100$ $L \cdot N$ Data O - P x 100 P x F + 100 0.8 Data U x F ± 100 $V \cdot X$ x 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis T 1 1 T Ţ 1 T 1 1 1 1 1 T 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employer All Employee All Employee (EEOG) EE Result Actual Difference Actual Representation Availability Gap Expected Actual Expected Difference Expected Difference % % % % 2019 0 0.0 11.5 0.0 12 01 Senior Managers 0.0 0.0 0.0 0.0 0.0 0 0 0 0.0 2019 12 93.3 Middle & Other 11 16.4 17.6 Managers 0.0 0.0 0.0 0.0 0 0.0 0.0 59 340 23.4 80 74.2 2019 17.4 -21 03 Professionals 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 48 95 2019 463 10.4 20.5 -47 50.6 Semi-Professionals & Technicians 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2019 33 21.2 26.6 79.7 05 Supervisors 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2019 0 0.0 0.0 Supervisors: Crafts & 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow Part 3: Part 3 Data sources: Data E = D x 100 B + G x 100 F + Ls 100 Part 3: Goals E+K x 100 ≈ M x 100 Goals Data Analysis Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals Employment Equity Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % 0 0.0 0.0 11.5 0.0 0.0 12.0 0.0 01 Senior Managers 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0 0.0 0.0 17.6 0.0 0.0 18.0 0.0 Managers 0.0 0.0 0.0 0 0.0 0.0 23.4 24.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 20.5 0.0 21.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 26.6 0.0 0.0 27.0 0.0 0.0 05 Supervisors 0.0 0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0 Page 40 of 47 005348

Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities
McElhanney Ltd.
[Date: 2019-09-24]

Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities McElhannev Ltd. [Date: 2019-09-24] C V В D E F G H J K L M N 0 P O R S T U W \mathbf{X} Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flov art 2: Flos $V \oplus U_X$ $\mathbf{E}=\mathbf{D}$ DxG $E \oplus H$ Part 2: Flow $L \pm K$ Part 2: Flow Part 2: Flow Workforce Workforce Workforce E - H Data K x G ÷ 100 $L \cdot N$ Data O - P x 100 P x F + 100 0.8 Data U x F ± 100 $V \cdot X$ Data sources x 100 ± 100 x.100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 T T Ţ J 1 1 1 1 1 1 T 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions** Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employee All Employed dl Emolovei (EEOG) Actual Actual Representation Availability Gap EE Result Expected Difference Actual Expected Difference Expected Difference % % % 2019 0 0.0 0.0 0.0 Administrative & Senior Clerical 0.0 0.0 0.0 0.0 0 0 0.0 0 0.0 2019 Skilled Sales & 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 n 2019 10 15.9 21.1 13 75.2 10 Clerical Personnel 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2019 0.0 0.0 Semi-Skilled Manual 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow Part 3: Part 3 Data sources: Data E = D x 100 B + G x 100 F = Lx 100 Part 3: Goals E+K x 100 ≈ M x 100 Data Analysis Goals Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals Employment Equity Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent o Percent o Percent of Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Administrative & 0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service Personnel 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0.0 0.0 09 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 20.9 0.0 0.0 21.0 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 Service Personnel 0 0.0 0.0 0.0 0.0 0.0 0 0.0 Semi-Skilled Manual 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities
McElhanney Ltd.
[Date: 2019-09-24]

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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
McElhanney Ltd.
[Date: 2019-09-24]

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.

Ø	Consulted employee/union representatives on communication and implementation of employment equity.
v	Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
Ø	Put in place a strategy to ensure a barrier-free workplace.
Ø	Undertook initiatives to increase representation where gaps in representation were found.
V	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
Ø	Other (please describe):
	As we are at our first assessment and only just finalized our survey data, most of the above has been implemented, but there has not been enough time to pass for us to monitor results.
Opera	ational Context
70.1	
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
organiz	ation's activities during the period between the first/previous and subsequent/current compliance
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	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.
Addit	tional Details
Please	provide any additional information (optional):

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: McElhanney Consulting Services Ltd.

Primary Location: Vancouver, BC

Number of Employees	978
British Columbia	645
Alberta	302
Saskatchewan	12
Newfoundland and Labrador	10
Ontario	4
Nova Scotia	2
New Brunswick	2
Yukon	1

NAICS: 5413 (Architectural, Engineering, and Related Services)

Organization Overview:

Established in 1910, McElhanney is an employee-owned company that provides surveying, engineering, GIS & remote sensing, community planning, landscape architecture, and environmental services. The company have 30+ locations across Western Canada, and specialty satellite offices Newfoundland and Labrador and Florida (USA), to service cities, communities & parks, energy & resources, and transportation sectors.

Key Dates - First Year Assessment

Initiated: 2019-10-08 Received: 2019-08-16

Workforce

Analysis: 2018-09-24

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	968	100%
Number of questionnaires returned:	851	88%
Number of completed questionnaires returned:	841	87%

^{*} Partially completed surveys: 10

The questionnaire was not assessed as the company used a pre-approved questionnaire.



Observations:

McElhanney Consulting Services Ltd. (MCSL) amalgamated with their sister company McElhanney Geomatics Engineering Ltd. (MGEL) and the employees of The McElhanney Group Ltd. (TMGL) joined he MCSL on April 1, 2019.

The amalgamation that occurred in 2019 had a significant impact on the organization's data that made iit difficult for the Labour Program of Employment and Social Development Canada to assess your organization's progress to achieve full representation of the four designated groups and to conduct a subsequent compliance assessment. Therefore, the current assessment of the file was treated as a first compliance assessment. McElhanney Ltd. Was required to survey the workforce and set short-term and long-term goals where gaps are revealed. Organization filed a FIRST assessment.

WORKFORCE ANALYSIS & GOAL SETTING

- □ The workforce analysis was done using WEIMS.
- □ The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations:

The default settings suggested by HRSDC-Labour were used for the occupational and geographical levels of detail. The 2016 Census data were used for women, Aboriginal peoples and visible minorities.

SUMMARY OF GOALS

Women

Workforce Analysis Results		Goals					
		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA	
#	Description	#	%	%	%	%	
01	Senior Managers	-2	27.6	28.0	8.3	27.6	
02	Middle & Other Managers	-17	39.4	40.0	13.4	39.4	
04	Semi-Professionals and Technicians	-10	19.2	30.0	16.8	19.1	

Observations:

- The goals for women did not exceed 50%, as per requirements.
- All goals were set by meeting the requirements.
- Long term goals were set for EEOGs with no gaps. They were not analyzed.

Aboriainal Peoples

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
(EEOG)		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
02 Middle & Other Managers		-1	2.7	3.0	1.5	2.7
03	Professionals	-1	2.0	2.5	1.8	2.0
04	Semi-Professionals and Technicians	-6	4.7	5.0	3.5	4.7
10 Clerical Personnel		-1	6.7	7.0	4.8	6.6

Observations

- All goals were set by meeting the requirements
- Short and long term goals were set for EEOGs with no gaps. They were not analyzed.

Members of Visible Minorities

			Short-	Long-		
Employment Equity Occupational Group		l Group Present	term	term		
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-1	17.6	17.6	16.4	17.6
03	Professionals	-21	23.4	23.4	17.4	23.4
04	Semi-Professionals & Technicians	-47	20.5	20.5	10.4	20.5
05	Supervisors	-2	26.6	26.6	21.2	26.6
10	Clerical Personnel	-3	21.1	21.1	15.9	21.1

Observations:

• All goas were set by meeting the requirements

Persons with Disabilities

			g		·	,
Workforce Analysis Results			Goals			***************************************
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
(EEOG)		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-24	5.0	6.0	1.8	5.0
04	Semi-Professionals & Technicians	-17	8.9	15.0	3.9	8.9
05	Supervisors	-9	27.5	28.0	0.0	27.5
10	Clerical Personnel	-4	9.3	10.0	3.2	9.3

Observations:

- All goals were set by meeting the requirements.
- Goals were set for EEOGs with no gaps. They were not analyzed.

RECOMMENDATION

I recommend that the employer be found:

 \boxtimes in compliance \square in non-compliance

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

- We have reviewed the workforce data submitted to us and we are pleased to inform you that your file is now closed. It is recommended that you continue to implement hiring practices that encourage recruitment in all four designated groups to avoid creating any new gaps in representation.
- Partnerships with colleges, universities or other professional associations can help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Olga Arnaoudova

Date: December 23, 2019

Nyirasafari, Ange AN [NC]

From: Arnaoudova, Olga O [NC] on behalf of EE-EME

Sent: January 16, 2020 8:18 AM
To: 'arussel@mcelhanney.com'

Cc: 'vkilpatrick@mcelhanney.com'; 'hdove@mcelhanney.com'

Subject: Government of Canada Agreement Number: V100003 – Notification of Compliance

with the Federal Contractors Program

Expires: July 14, 2020 12:00 AM

Subject: Government of Canada Agreement Number: V100003 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Allan Russell:

I am writing to inform you that the subsequent compliance assessment initiated on April 13, 2019 has been completed. As a result of the assessment, McElhanney Consulting Services Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 McElhanney Consulting Services Ltd.'s employment equity program.

- It is recommended that you continue to implement hiring practices that encourage recruitment in all four
 designated groups to avoid creating any new gaps in representation.
- Partnerships with colleges, universities or other professional associations can help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intlnf.4%40-eng.jsp?&&cid=aide-help&ga=2.252268041.1845905918.1519931408-1912045188.1507820070

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years.

The next assessment will be initiated on April 13, 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, McElhanney Consulting Services Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the 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.

Your cooperation during the course of this compliance assessment was appreciated and we wish McElhanney Consulting Services Ltd. 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



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

Nyirasafari, Ange AN [NC]

From: Arnaoudova, Olga O [NC]
Sent: December 19, 2019 9:01 AM

To: 'Layna Dove'

Subject: FCP assessment files

Attachments: Form 1 - Report Summary.pdf; rep_Wfa02_73082_20191001100945.pdf; Copy of

OA_FP-Tmp-WEDFCPAchievementReportEN-FINAL_v2.xlsx

Expires: June 16, 2020 12:00 AM

Hello Layna

Sending you the latest versions of the files I have from your current assessment, so that you keep them for your records.

Surveys

- Employees surveyed: 968 (we took out our part-time casuals as we originally included them)

Surveys returned: 851

Partially completed surveys: 10
Fully completed surveys: 841
Total participation rate: 88%

You should be receiving in a couple of weeks an official notification letter when this assessment is closed.

Please let me know if you have any questions.

Regards, Olga

Olga Arnaoudova

Program Officer | Agente de programme

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada | Gouvernement du Canada

Téléphone: 819-654-5349

Workplace Equity Division, Labour Program

Employment and Social Development Canada | Government of Canada

Telephone: 819-654-5349



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

From: Arnaoudova, Olga O [NC] Sent: October 8, 2019 1:46 PM

To: 'Layna Dove' <hdove@mcelhanney.com>
Subject: RE: Achievement report questions

Hi Layna

This could be in fact the case. Please let me know.

The report we run was from your WEIMS data. You can also run it. The one you sent me earlier today was generated in August, 2019 which explains why there were 8 employees less.

I will also need to start submitting something urgent, so I will be able to further investigate next week.

Please confirm in the meantime, if you accept the latest version of the Excel file I sent you (with 978 employees).

Olga

From: Layna Dove <hdove@mcelhanney.com>

Sent: 2019-10-08 1:42 PM

To: Arnaoudova, Olga O [NC] < olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

I understand what you mean now. I didn't realize you were referring to a discrepancy from a report you ran on your end. I thought you were using the reports I sent to you.

The 996 txt file is the most recent on our end. I have a major deadline at the moment, so I'll have to look into this further tomorrow. In the meantime, I'll see if our admin staff can confirm if they've been entering additional people into WEIMS. Perhaps that's part of the problem...

I'll circle back as soon as I can.

Thanks, Layna

From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: October 8, 2019 11:26 AM

To: Layna Dove < hdove@mcelhanney.com **Subject:** RE: Achievement report questions

Hello Layna

The summary report will change based on the date you input on the system when you generate it. It will be also affected by the latest uploaded data.

This is what I meant in my previous email – we generated a summary report from the system (attached) with the same date as your Workforce analysis. It lists 978 employees.

Also, the Excel file, you just sent me is the previous version before I made the changes. I am attaching now the one matching the summary report with 978 employees that I sent you recently.

As for the employee.txt file, it appears that it has 996 entries. Are you sure this was the latest uploaded version?

Thanks, Olga From: Layna Dove <hdove@mcelhanney.com>

Sent: 2019-10-08 1:02 PM

To: Arnaoudova, Olga O [NC] <olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

Something isn't adding up here. I didn't notice it before but I think this is why our documents aren't matching:

- We had 966 in "employee" txt file uploaded into WEIMS (attached)
- 23 of those are on leave
- Which means we should have a total of 943, right?
- but the Workforce Analysis Summary Report shows 970 (attached)
- and Form 1 shows 978 (attached).

Do you know why these numbers don't seem to be aligning properly? I assumed at a minimum, the Workforce Analysis – Summary Report and Form 1 should generate the same number of employees.

I'm hoping that once you and your team can confirm where the error is, the disconnect on the last achievement report we submitted (attached) may become more clear.

Thanks, Layna

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From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: October 8, 2019 8:31 AM

To: Layna Dove < hdove@mcelhanney.com > Subject: RE: Achievement report questions

Hi Layna

Thank you for your email.

Please see my responses below in green. Can you please send the Excel file to me again, if you have any further revisions.

Thank you!

Olga

From: Layna Dove < hdove@mcelhanney.com>

Sent: 2019-10-07 3:58 PM

To: Arnaoudova, Olga O [NC] < olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

Apologies for the delay.

My questions/comments are in red below.

Thanks, Layna

From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: October 1, 2019 7:58 AM

To: Layna Dove < hdove@mcelhanney.com **Subject:** RE: Achievement report questions

Good morning

Thank you for sending the file. I am attaching it to this message with some corrections highlighted in red:

--LMA rates were entered as on the Summary Report generated for 2019-09-24 for (see attached)— WorkforceAnalysis Tab

Can you elaborate on what the problem was? I looked at the achievement report I sent to you on September 30 (attached) and the data in the Workforce Analysis tab matches the "Workforce Analysis – Summary Report" (also attached).

I just wanted to make sure you are aware that I used the Summary Report with that date and made some revisions to the Workforce tab of the Excel file.

--number of employees were entered as on the Summary report for that date I'm not sure what this means. Can you elaborate?

On the Excel file you sent me on October 3rd you had 970 employees.

We use the Summary report generated for 2019-09-24.

--women's goals were reduced to 50% both for short term and long-term, where goals were entered above 50% - Goals Tab

Thanks for fixing this. I understood from one of your previous emails that goals had to be at a minimum of the projected representation and thought that 50% rule only applied to EEOG's that were already women-dominated roles, such as clerical.

The 50% rule applies to women in all EEOGs to ensure gender equilibrium.

In green on the tab "Goals", I have highlighted goals that you entered but are not required given that there was no present gap. We can keep them, if this is your preference.

This wasn't our preference but in one of our recent conversations, you mentioned that we had to add a goal, even for those where there was no present gap so we did that. Once I have clarification from you on the items above, I'll remove the goals from there areas where there is no gap.

Yes, you can remove them, as they are only required where you have a present gap.

To allow you to project better and enter long-term goals by taking into account projected grown and turnover you may want to enter projections in columns E and H but this is optional and we can leave those columns blank.

We attempted to conduct this exercise but there are so many changes going on in our organization in the next few years that we had a difficult time accurately capturing what our growth and turnover was going to be, so we opted to leave it blank as it is not a mandatory field.

That is fine. In that case, it makes sense to remove the goals where there are no gaps as usually additional goals are entered when you have specific projections.

Thank you!

Olga Arnaoudova

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

From: Layna Dove < hdove@mcelhanney.com>

Sent: 2019-09-30 3:16 PM

To: Arnaoudova, Olga O [NC] <olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

Unfortunately, I wasn't able to get to this on Friday but our revised goals are attached.

Please let me know if you have further questions.

Regards, Layna

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From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: September 27, 2019 10:15 AM

To: Layna Dove < hdove@mcelhanney.com> **Subject:** RE: Achievement report questions

Also, please check the Efforts tab (last one on the file) and fill it out. You may just want to check the fields. The text is optional.

Thank you,

Olga

From: Arnaoudova, Olga O [NC] **Sent:** 2019-09-27 12:14 PM

To: 'Layna Dove' < hdove@mcelhanney.com Subject: RE: Achievement report questions

Hi Layna

Please note that all goals need to be set only as percentages this year as we are not looking for specific numbers. For women, they cannot exceed 50% (even if the LMA is hire).

Please note that goals can be set for any EEOG (even if there is no gap) but goals (long and short-term) are required for those, where there is current gap. They need to be at a minimum at the LMA rate.

If you think you cannot realistically meet them, you can add an explanation when your results are analyzed in 3 years, but you have to set the goals at the LMA rate for both short-term and long-term goals. Can you revise the WFA file today. You can also add comments in the Comments section now, if you wish.

Can you revise the Excel sheet today and resubmit it, please.

Thanks,

Olga

From: Layna Dove <hdove@mcelhanney.com>

Sent: 2019-09-27 11:56 AM

To: Arnaoudova, Olga O [NC] < olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

The following documents are attached:

Workforce Analysis – Summary Report
Form 1 – Report Summary
Form 2 - Occupational Groups
Form 3 - Salary
Form 4 – Employees Hired
Form 5 – Employees Promoted
Form 6 – Employees Terminated

I was note able to generate a PDF for forms 4, 5 & 6. I assume this is because we don't have data for these sections because this is our first assessment. I attached a screenshot of these two forms instead.

As for the rule that goals need to be at the Labour Market Availability, I had forgotten that so thank you for the reminder. Is that rule applicable to the short-term goals or long-term goals? I'll make changes once I've heard back from you on that.

On that note, some of our gaps are quite significant and we know even with our best efforts, we're unlikely to close some of them in three years, so we put in what we thought was achievable.

Thanks, Layna

From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: September 27, 2019 8:06 AM

To: Layna Dove < hdove@mcelhanney.com > Subject: RE: Achievement report questions

Good morning Layna,

Thank you for your submission. It will be analyzed in the next few weeks.

Can you kindly attach also the following documentation to your message, so that they are all in one place. It is generated in WEIMS.

Workford	ce Analysis – Summary Report
Form 1 -	- Report Summary
Form 2	- Occupational Groups
Form 3 -	· Salary
Form 4 -	- Employees Hired
Form 5 -	- Employees Promoted
Form 6 -	- Employees Terminated
Achieve	ment Report-submitted

I also had a quick look at the Goals tab on the Excel file you sent us.

The goals are entered in Column P (3yr goals 2022) on Table 1 (Women), Table 3 (Aboriginal peoples), Table 5 (Persons with Disabilities), Table 7 (Visible Minorities).

This method transfers them as percentages onto the next table automatically (Table 2, 4, 6, and 8 respectively). I think you were entering them manually so far.

Please respect also the rule that goals need to be at the Labour Market Availability at a minimum, given in Column Q.

You man want to eliminate the numerical goals from the table, if you wish.

If you have questions, please call me. I am in the office today.

Regards, Olga

Olga Arnaoudova

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

From: Layna Dove <hdove@mcelhanney.com>

Sent: 2019-09-26 4:41 PM

To: Arnaoudova, Olga O [NC] <olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

Please find our achievement report attached. Let me know if you have any questions once you've reviewed it.

Thanks, Layna

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From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: September 18, 2019 1:25 PM

To: Layna Dove < hdove@mcelhanney.com > **Subject:** RE: Achievement report questions

Thanks for the update, Layna!

You are well on track! Please let me know if you have any questions, or you encounter any problems along the way.

Looking forward to receiving the updated achievement report then,

Regards,

Olga

From: Layna Dove < hdove@mcelhanney.com>

Sent: 2019-09-18 3:22 PM

To: Arnaoudova, Olga O [NC] < olga.arnaoudova@labour-travail.gc.ca>

Subject: Re: Achievement report questions

Hi Olga,

Now that I have confirmation on those NOC's, I'll be able to adjust our data, rerun our reports from WEIMS, and finalize the achievement report I'm aiming to have it done before the end of next week.

Do you still need to chat? If so, I'm back in the office from a conference tomorrow so can meet tomorrow or Friday.

Thanks, Layna

Get Outlook for iOS

From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: Tuesday, September 17, 2019 3:02:40 PM **To:** Layna Dove < hdove@mcelhanney.com> **Subject:** RE: Achievement report questions

Hello Layna

Are you available later this week or next week to discuss next steps on your assessment?

Thank you,

Olga Arnaoudova

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From: Layna Dove < hdove@mcelhanney.com >

Sent: 2019-08-22 4:32 PM

To: Arnaoudova, Olga O [NC] < olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Achievement report questions

Hi Olga,

Our draft achievement report is attached. I've only completed up to the women section as I wanted to get clarity on a few things before I moved on to the next sections.

The first sheet of the spreadsheet has some of our broader questions.

Thanks, Layna

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From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: August 22, 2019 12:04 PM

To: Layna Dove < hdove@mcelhanney.com>
Subject: RE: Achievement report questions

Yes, of course. Please send me a copy and we can discuss it tomorrow for example.

Olga

From: Layna Dove <hdove@mcelhanney.com>

Sent: 2019-08-22 2:02 PM

To: Arnaoudova, Olga O [NC] <olga.arnaoudova@labour-travail.gc.ca>

Subject: Achievement report questions

Hi Olga,

Are you around in the next day or so to answer some questions about the achievement report? There are a couple of areas I need some clarity on.

Thanks, Layna

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