

s.19(1)

s.24(1)

Labour Program
 Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 060535

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Mercer (Canada) Limited	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm 541612 Human Resources Consulting Services	Total number of employees (Permanent Full-Time and/or Part-Time) 1079 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 120 Bremner Blvd. Suite 800	City Toronto	Province Ontario	Postal Code M5J 0A8
Telephone Number 416 868 2000			

EMPLOYMENT EQUITY CONTACT			
Name (print) Céline Kalra	Title Principal, Senior HR Business Partner		
Telephone Number 613 760 2972	E-mail Address celine.kalra@mercer.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Louis Gagnon	Title CEO, Mercer (Canada) Limited		
Telephone Number [REDACTED]	E-mail Address [REDACTED]@mercer.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Date (YYYY-MM-DD) 2016-04-01			

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-ame@hrsdcc-rhdcc.gc.ca.



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) **Mercer Inc.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **060535**, 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) September 24, 2019 for the following reason(s):

(Please describe) **Because of various vacation schedules I am collecting the last of the data needed for entry. I am asking for September 24, 2019 but may be able to enter it earlier.**

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.

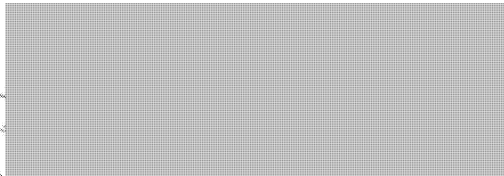
Name: **Kai A. Young**

Position Title: **Sr. Employee Relations & EEO Specialist**

Email address: **kai.young@mmc.com**

Telephone number: **212-345-1992**

Business address: **1166 Avenue of the Americas, New York, NY 10036**

Signature: 

Date: **September 11, 2019** ✓

From: Brown, Celine E [NC] <celine.brown@labour-travail.gc.ca> **On Behalf Of** EE-EME
Sent: September 12, 2019 11:13 AM
To: 'Young, Kai' <Kai.Young@mmc.com>; EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information

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 September 24, 2019**.

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

Thank you and have a great day,

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



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

From: Young, Kai <Kai.Young@mmc.com>
Sent: Wednesday, September 11, 2019 6:43 PM
To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Subject: RE: Access Request Form for Mercer

Ms. Brown:

Please see the attached extension request form.

Thank you for your consideration in this matter.

Kai A. Young, Sr. Employee Relations & EEO Specialist
Marsh & McLennan Companies, Inc.
1166 Avenue of the Americas, New York, NY 10036
212-345-1992 phone 212-948-0969 fax

From: celine.brown@labour-travail.gc.ca <celine.brown@labour-travail.gc.ca> **On Behalf Of** ee-eme@hrsdc-rhdcc.gc.ca

Sent: Wednesday, September 11, 2019 9:10 AM

To: Young, Kai <Kai.Young@mmc.com>; ee-eme@hrsdc-rhdcc.gc.ca

Subject: RE: Access Request Form for Mercer

Good morning Kai,

You already had a username created in the system. It is [REDACTED]. If you've forgotten your password, please return to the [WEIMS Main Menu](#) and select the link at the very bottom "[I have forgotten my password](#)" in order to reset it.

As for the extension, please complete and return, today, the attached extension form as your second compliance assessment was due yesterday. The extension request must be reviewed and approved by my supervisor.

If you have any additional questions or concerns, please let me know.

Thank you,

Céline Brown

Agente de programme / Program Officer

Équipe de l'équité en milieu de travail – Programme du travail / Workplace Equity Team – Labour Program

celine.brown@labour-travail.gc.ca / Tél. : 819-654-4400

From: Young, Kai <Kai.Young@mmc.com>

Sent: Tuesday, September 10, 2019 5:41 PM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

Subject: RE: Access Request Form for Mercer

Good Afternoon:

Thank you!

Please see the updated form.

Also may we have an extension to input our data?

Thank you for consideration in this matter.

Best Regards,

Kai A. Young, Sr. Employee Relations & EEO Specialist
Marsh & McLennan Companies, Inc.

1166 Avenue of the Americas, New York, NY 10036
212-345-1992 phone 212-948-0969 fax

From: celine.brown@labour-travail.gc.ca <celine.brown@labour-travail.gc.ca> **On Behalf Of** ee-eme@hrsdc-rhdcc.gc.ca

Sent: Tuesday, September 10, 2019 9:35 AM

To: Young, Kai <Kai.Young@mmc.com>; ee-eme@hrsdc-rhdcc.gc.ca

Subject: RE: Access Request Form for Mercer

Good morning Kai,

Before access can be granted, can you please have the WEIMS Authorization Form signed by a senior official within the organization. A senior official is someone typically at the Director level or higher and/or that has signing authority on behalf of the organization.

Should you have additional questions or concerns, please do not hesitate to let us know.

Thanks in advance and have a great day!

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: Young, Kai <Kai.Young@mmc.com>

Sent: Monday, September 09, 2019 6:57 PM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

Subject: Access Request Form for Mercer

To Whom It May Concern:

Please see the attached access request form.

Should have any questions I can be reached at this email address kai.young@mmc.com or the below phone number.

Best Regards,

Kai A. Young, Sr. Employee Relations & EEO Specialist
Marsh & McLennan Companies, Inc.
1166 Avenue of the Americas, New York, NY 10036
212-345-1992 phone 212-948-0969 fax

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

Reporting Period 2016-12-07 to 2019-08-01

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	498	0	0	498	Calgary	60	0	0	60
Québec	249	1	0	250	Edmonton	1	0	0	1
Nova Scotia	27	0	0	27	Halifax	27	0	0	27
Manitoba	21	0	0	21	Montréal	240	1	0	241
British Columbia	60	0	0	60	Regina	3	0	0	3
Saskatchewan	3	0	0	3	Toronto	426	0	0	426
Alberta	61	0	0	61	Vancouver	60	0	0	60
Total Employees in Canada				920	Winnipeg	21	0	0	21
					Québec	9	0	0	9
					Ottawa - Gatineau	48	0	0	48
					London	24	0	0	24
					Total Employees in Canada				920



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-12-07 to 2019-08-01

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	2	2										
	3	2	1	1									
	2	22	13	9	3	2	1				1		1
	1	23	15	8									
	Total	49	31	18	3	2	1				1		1
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 15,000 - \$19,999	4	2	1	1									
	3	8	3	5	1		1				1	1	
	2	42	10	32	2		2				1		1
	1	42	12	30	1	1					1		1
	Total	94	26	68	4	1	3				3	1	2
Professionals Top Range: \$100,000 and over Bottom Range: \$ 30,000 - \$34,999	4	5	5										
	3	42	24	18	3	3							
	2	270	127	143	21	9	12	1	1		4	3	1
	1	374	149	225	18	6	12				19	8	11
	Total	691	305	386	42	18	24	1	1		23	11	12
Semi-Professionals and Technicians Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999	4												
	3												
	2												
	1	1		1									
	Total	1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-12-07 to 2019-08-01

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 55,000 - \$59,999	4	1		1									
	3												
	2												
	1	1		1									
	Total		2		2								
Administrative and Senior Clerical Personnel Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 30,000 - \$34,999	4	5		5									
	3	34		34	6		6				3		3
	2	38	3	35	2		2				4	2	2
	1	5		5									
	Total		82	3	79	8		8			7	2	5
Total Number of Employees		919	365	554	57	21	36	1	1		34	14	20



Mercer (Canada) Ltd. (certificate # 060535)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2016-12-07 to 2019-08-01

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										



Mercer (Canada) Ltd. (certificate # 060535)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-12-07 to 2019-08-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 15,000 - \$19,999	1		1									
\$ 30,000 - \$34,999	4	1	3									
\$ 35,000 - \$37,499	1		1									
\$ 37,500 - \$39,999	3		3									
\$ 40,000 - \$44,999	5	1	4							1	1	
\$ 45,000 - \$49,999	36	7	29	1	1					2	1	1
\$ 50,000 - \$59,999	116	21	95	7		7				6		6
\$ 60,000 - \$69,999	117	37	80	7	2	5				6	2	4
\$ 70,000 - \$84,999	145	51	94	7	1	6				10	5	5
\$ 85,000 - \$99,999	111	54	57	7	3	4				3	1	2
\$100,000 and over	380	193	187	28	14	14	1	1		6	4	2
Total Number of Employees	919	365	554	57	21	36	1	1		34	14	20



Mercer (Canada) Ltd. (certificate # 060535)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-12-07 to 2019-08-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 50,000 and over	1	1										
Total Number of Employees	1	1										



Mercer (Canada) Ltd. (certificate # 060535)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-12-07 to 2019-08-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	7	5	2	1	1							
Middle and Other Managers	37	16	21	1	1					2	1	1
Professionals	179	78	101	10	6	4				4	3	1
Supervisors	1		1									
Administrative and Senior Clerical Personnel	19	1	18	3		3				3	1	2
Total Number of Employees Hired	243	100	143	15	8	7				9	5	4



Mercer (Canada) Ltd. (certificate # 060535)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / National
Reporting Period 2016-12-07 to 2019-08-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	6	2	4									
Professionals	10	4	6							1	1	
Total Number of Employees Hired	16	6	10							1	1	



Mercer (Canada) Ltd. (certificate # 060535)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2016-12-07 to 2019-08-01

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	9	5	4	1	1							
Middle and Other Managers	14	2	12	1		1						
Professionals	164	74	90	12	8	4				6	4	2
Administrative and Senior Clerical Personnel	5		5	1		1				1		1
Total Number of Employees Promoted	192	81	111	15	9	6				7	4	3
Total Number of Promotions	213	89	124	18	10	8				7	4	3

Mercer (Canada) Ltd. (certificate # 060535)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / National
Reporting Period 2016-12-07 to 2019-08-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	8	4	4									
Middle and Other Managers	52	20	32							2	2	
Professionals	227	115	112				1		1	3	2	1
Supervisors	2		2									
Administrative and Senior Clerical Personnel	28	2	26	3		3				3		3
Total Number of Employees Terminated	317	141	176	3		3	1		1	8	4	4

Mercer (Canada) Ltd. (certificate # 060535)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Part-Time / National
Reporting Period 2016-12-07 to 2019-08-01

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	7	2	5									
Professionals	16	4	12							1	1	
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Terminated	24	6	18							1	1	

Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	49	18	36.7 %	27.6 %	14	4	National
02 : Middle and Other Managers	National	94	68	72.3 %	39.4 %	37	31	National
03 : Professionals		692	386	55.8 %	46.7 %	323	63	
1121 : Human resources professionals	National	103	53	51.5 %	73.2 %	75	-22	National
1122 : Professional occupations in business management consulting	National	456	253	55.5 %	42.7 %	195	58	National
1123 : Professional occupations in advertising, marketing and public relations	National	22	19	86.4 %	66.6 %	15	4	National
2161 : Mathematicians, statisticians and actuaries	National	30	19	63.3 %	45.4 %	14	5	National
2171 : Information systems analysts and consultants	National	64	28	43.8 %	27.7 %	18	10	National
4112 : Lawyers and Quebec notaries	National	17	14	82.4 %	43.9 %	7	7	National
04 : Semi-Professionals and Technicians		1	1	100.0 %	48.7 %	0	1	
5241 : Graphic designers and illustrators	Québec	1	1	100.0 %	48.7 %	0	1	Québec
05 : Supervisors		2	2	100.0 %	52.0 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	52.0 %	1	1	Toronto
07 : Administrative and Senior Clerical Personnel		82	79	96.3 %	79.8 %	65	14	
Employment Equity Occupational Group	Calgary	7	7	100.0 %	81.2 %	6	1	Calgary
Employment Equity Occupational Group	Halifax	2	2	100.0 %	80.9 %	2	0	Halifax
Employment Equity Occupational Group	London	3	3	100.0 %	82.8 %	2	1	London
Employment Equity Occupational Group	Montréal	19	19	100.0 %	80.9 %	15	4	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	5	5	100.0 %	76.8 %	4	1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	80.4 %	1	-1	Québec
Employment Equity Occupational Group	Toronto	34	33	97.1 %	79.1 %	27	6	Toronto
Employment Equity Occupational Group	Vancouver	8	7	87.5 %	78.9 %	6	1	Vancouver
Employment Equity Occupational Group	Winnipeg	3	3	100.0 %	82.0 %	2	1	Winnipeg



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		920	554	60.2 %	47.9 %	440	114	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Gap #	Recruitment Area
			Representation		Availability				
			#	%	%	#			
01 : Senior Managers	National	49	3	6.1 %	3.2 %	2	1	National	
02 : Middle and Other Managers	National	94	4	4.3 %	2.7 %	3	1	National	
03 : Professionals		692	42	6.1 %	1.8 %	12	30		
1121 : Human resources professionals	National	103	11	10.7 %	3.1 %	3	8	National	
1122 : Professional occupations in business management consulting	National	456	27	5.9 %	1.6 %	7	20	National	
1123 : Professional occupations in advertising, marketing and public relations	National	22	0	0.0 %	2.1 %	0	0	National	
2161 : Mathematicians, statisticians and actuaries	National	30	0	0.0 %	1.0 %	0	0	National	
2171 : Information systems analysts and consultants	National	64	3	4.7 %	1.3 %	1	2	National	
4112 : Lawyers and Quebec notaries	National	17	1	5.9 %	1.9 %	0	1	National	
04 : Semi-Professionals and Technicians		1	0	0.0 %	2.0 %	0	0		
5241 : Graphic designers and illustrators	Québec	1	0	0.0 %	2.0 %	0	0	Québec	
05 : Supervisors		2	0	0.0 %	0.9 %	0	0		
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.9 %	0	0	Toronto	
07 : Administrative and Senior Clerical Personnel		82	8	9.8 %	1.7 %	1	7		
Employment Equity Occupational Group	Calgary	7	2	28.6 %	2.9 %	0	2	Calgary	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	4.0 %	0	0	Halifax	
Employment Equity Occupational Group	London	3	0	0.0 %	1.6 %	0	0	London	
Employment Equity Occupational Group	Montréal	19	0	0.0 %	0.8 %	0	0	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	1	0	0.0 %	1.4 %	0	0	Québec	
Employment Equity Occupational Group	Toronto	34	5	14.7 %	0.8 %	0	5	Toronto	
Employment Equity Occupational Group	Vancouver	8	1	12.5 %	2.1 %	0	1	Vancouver	
Employment Equity Occupational Group	Winnipeg	3	0	0.0 %	9.2 %	0	0	Winnipeg	



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Availability %	Availability #		
Total		920	57	6.2 %	2.0 %	18	39

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
01 : Senior Managers	National	49	1	2.0 %	11.5 %	6	-5	National
02 : Middle and Other Managers	National	94	3	3.2 %	17.6 %	17	-14	National
03 : Professionals		692	23	3.3 %	25.8 %	179	-156	
1121 : Human resources professionals	National	103	2	1.9 %	16.7 %	17	-15	National
1122 : Professional occupations in business management consulting	National	456	17	3.7 %	26.4 %	120	-103	National
1123 : Professional occupations in advertising, marketing and public relations	National	22	0	0.0 %	18.8 %	4	-4	National
2161 : Mathematicians, statisticians and actuaries	National	30	0	0.0 %	32.9 %	10	-10	National
2171 : Information systems analysts and consultants	National	64	3	4.7 %	38.6 %	25	-22	National
4112 : Lawyers and Quebec notaries	National	17	1	5.9 %	14.2 %	2	-1	National
04 : Semi-Professionals and Technicians		1	0	0.0 %	11.9 %	0	0	
5241 : Graphic designers and illustrators	Québec	1	0	0.0 %	11.9 %	0	0	Québec
05 : Supervisors		2	0	0.0 %	51.5 %	1	-1	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	51.5 %	1	-1	Toronto
07 : Administrative and Senior Clerical Personnel		82	7	8.5 %	27.8 %	23	-16	
Employment Equity Occupational Group	Calgary	7	0	0.0 %	20.6 %	1	-1	Calgary
Employment Equity Occupational Group	Halifax	2	0	0.0 %	6.7 %	0	0	Halifax
Employment Equity Occupational Group	London	3	0	0.0 %	8.8 %	0	0	London
Employment Equity Occupational Group	Montréal	19	0	0.0 %	14.6 %	3	-3	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	14.1 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	3.3 %	0	0	Québec
Employment Equity Occupational Group	Toronto	34	4	11.8 %	40.6 %	14	-10	Toronto
Employment Equity Occupational Group	Vancouver	8	2	25.0 %	39.9 %	3	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	3	1	33.3 %	15.9 %	0	1	Winnipeg



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
Total		920	34	3.7 %	24.4 %	226	-192

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2019-08-01

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation		Availability			
			#	%	%	#		
01/02 : Managers	National	143	0	0.0 %	5.0 %	7	-7	National
03 : Professionals	National	692	1	0.1 %	8.9 %	62	-61	National
04 : Semi-Professionals and Technicians	National	1	0	0.0 %	7.6 %	0	0	National
05 : Supervisors	National	2	0	0.0 %	27.5 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	82	0	0.0 %	10.0 %	8	-8	National
Total		920	1	0.1 %	8.4 %	78	-77	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2019-08-01

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-08-01

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2019-08-01

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	49	18	36.7 %	27.6 %	14	4
02 : Middle and Other Managers	94	68	72.3 %	39.4 %	37	31
03 : Professionals	692	386	55.8 %	46.7 %	323	63
04 : Semi-Professionals and Technicians	1	1	100.0 %	48.7 %	0	1
05 : Supervisors	2	2	100.0 %	52.0 %	1	1
07 : Administrative and Senior Clerical Personnel	82	79	96.3 %	79.8 %	65	14
Total	920	554	60.2 %	47.9 %	440	114

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2019-08-01

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	49	3	6.1 %	3.2 %	2	1
02 : Middle and Other Managers	94	4	4.3 %	2.7 %	3	1
03 : Professionals	692	42	6.1 %	1.8 %	12	30
04 : Semi-Professionals and Technicians	1	0	0.0 %	2.0 %	0	0
05 : Supervisors	2	0	0.0 %	0.9 %	0	0
07 : Administrative and Senior Clerical Personnel	82	8	9.8 %	1.7 %	1	7
Total	920	57	6.2 %	2.0 %	18	39

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2019-08-01

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	49	1	2.0 %	11.5 %	6	-5
02 : Middle and Other Managers	94	3	3.2 %	17.6 %	17	-14
03 : Professionals	692	23	3.3 %	25.8 %	179	-156
04 : Semi-Professionals and Technicians	1	0	0.0 %	11.9 %	0	0
05 : Supervisors	2	0	0.0 %	51.5 %	1	-1
07 : Administrative and Senior Clerical Personnel	82	7	8.5 %	27.8 %	23	-16
Total	920	34	3.7 %	24.4 %	226	-192

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Mercer (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2019-08-01

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	143	0	0.0 %	5.0 %	7	-7
03 : Professionals	692	1	0.1 %	8.9 %	62	-61
04 : Semi-Professionals and Technicians	1	0	0.0 %	7.6 %	0	0
05 : Supervisors	2	0	0.0 %	27.5 %	1	-1
07 : Administrative and Senior Clerical Personnel	82	0	0.0 %	10.0 %	8	-8
Total	920	1	0.1 %	8.4 %	78	-77

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-08-01

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-08-01

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Mercer (Canada) Limited
2019-10-11

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	06

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	08	01

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	39	15	27.4
02	Middle & Other Managers	69	41	38.9
03	Professionals	762	406	47.7
04	Semi-Professionals & Technicians	5	4	55.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	89	83	80.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	2	2	65.2
11	Intermediate Sales & Service Personnel	9	4	63.9
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		975	555	49.5

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
		49	18	27.6
		94	68	39.4
		692	386	46.7
		1	1	48.7
		2	2	52.0
		0	0	0.0
		82	79	79.8
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		920	554	47.9

* Source:
2006 Census of Canada

* Source:
2006 Census of Canada

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Mercer (Canada) Limited

2019-10-11

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis

YYYY	MM	DD
2016	12	06

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis

YYYY	MM	DD
2019	08	01

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
			#	%
01	Senior Managers	39	0	2.9
02	Middle & Other Managers	69	0	2.2
03	Professionals	762	2	1.4
04	Semi-Professionals & Technicians	5	0	1.5
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	89	1	1.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	2	0	0.7
11	Intermediate Sales & Service Personnel	9	0	1.1
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		975	3	1.5

*** Source:**

2006 Census of Canada

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
			#	%
		49	3	3.2
		94	4	2.7
		692	42	1.8
		1	0	2.0
		2	0	0.9
		0	0	0.0
		82	8	1.7
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		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		920	57	2.0

*** Source:**

2006 Census of Canada

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Mercer (Canada) Limited

2019-10-11

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	06

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	08	01

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	39	3	10.1
02	Middle & Other Managers	69	10	15.0
03	Professionals	762	104	24.9
04	Semi-Professionals & Technicians	5	1	25.7
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	89	14	26.6
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	2	2	48.1
11	Intermediate Sales & Service Personnel	9	0	43.7
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		975	134	24.0

*** Source:**
2006 Census of Canada

Table 7: Members of Visible Minorities

		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	49	1	11.5	
	94	3	17.6	
	692	23	25.8	
	1	0	11.9	
	2	0	51.5	
	0	0	0.0	
	82	7	27.8	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	920	34	24.4	

*** Source:**
2006 Census of Canada

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Mercer (Canada) Limited

2019-10-11

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	06

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	08	01

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Persons with Disabilities		Availability*
		Representation		
		#	#	%
01/02	Managers	108	0	4.3
03	Professionals	762	1	3.8
04	Semi-Professionals & Technicians	5	0	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	89	0	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	2	0	7.0
11	Intermediate Sales & Service Personnel	9	0	5.6
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		975	1	3.8

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Persons with Disabilities		Availability*
		Representation		
		#	#	%
		143	0	5.0
		692	1	8.9
		1	0	7.6
		2	0	27.5
		0	0	0.0
		82	0	10.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		920	1	8.4

* Source:

* Source:

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Mercer (Canada) Limited

43749

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	08	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	7	2	0
02 Middle & Other Managers	37	21	6	4
03 Professionals	179	101	10	6
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	18	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	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
Total	243	143	16	10

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
9	4	0	0
14	12	0	0
164	90	0	0
0	0	0	0
0	0	0	0
0	0	0	0
5	5	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
192	111	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
8	4	0	0
52	32	7	5
227	112	16	12
0	0	0	0
2	2	0	0
0	0	0	0
28	26	1	1
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
317	176	24	18

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Mercer (Canada) Limited

43749

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	08	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	7	1	0
02 Middle & Other Managers	37	1	6	0
03 Professionals	179	10	10	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	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
Total	243	15	16	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
9	1	0	0
14	1	0	0
164	12	0	0
0	0	0	0
0	0	0	0
0	0	0	0
5	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
192	15	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
8	0	0	0
52	0	7	0
227	0	16	0
0	0	0	0
2	0	0	0
0	0	0	0
28	3	1	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
317	3	24	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Mercer (Canada) Limited

43749

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	08	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	7	0	0
02 Middle & Other Managers	37	0	6	0
03 Professionals	179	0	10	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	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
Total	243	0	16	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
9	0	0	0
14	0	0	0
164	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
192	0	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
8	0	0	0
52	0	7	0
227	1	16	0
0	0	0	0
2	0	0	0
0	0	0	0
28	0	1	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
317	1	24	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Mercer (Canada) Limited

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Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	08	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	7	0	0
02 Middle & Other Managers	37	2	6	0
03 Professionals	179	4	10	1
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	19	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	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
Total	243	9	16	1

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
9	0	0	0
14	0	0	0
164	6	0	0
0	0	0	0
0	0	0	0
0	0	0	0
5	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
192	7	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
8	0	0	0
52	2	7	1
227	3	16	0
0	0	0	0
2	0	0	0
0	0	0	0
28	3	1	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
317	8	24	1

Federal Contractors Program Achievement Report

Part 3: Goals

Mercer (Canada) Limited

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Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees																	First/Previous Short-term Goals					Women				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						YYYY - YYYY							
	2016-12-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-12-06	Annually	Over 3 Years	2016	2019															
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%									
01 Senior Managers	39	7.9%		0	18.2%		0	0	15	0.0%	0	-4	0	27.4%	4	4	38.5%	38.5%									
02 Middle & Other Managers	69	10.9%		0	72.4%		0	0	41	0.0%	0	-14	0	38.9%	14	14	59.4%	59.4%									
03 Professionals	762	-3.2%		0	33.4%		0	0	406	0.0%	0	-43	0	47.7%	43	43	53.3%	53.3%									
04 Semi-Professionals & Tech	5	-41.5%		0	0.0%		0	0	4	0.0%	0	-1	0	55.6%	1	1	80.0%	80.0%									
05 Supervisors	0	0.0%		0	200.0%		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	89	-2.7%		0	33.9%		0	0	83	0.0%	0	-12	0	80.2%	12	12	93.3%	93.3%									
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
10 Clerical Personnel	2	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0	65.2%	1	1	100.0%	100.0%									
11 Intermediate Sales & Service	9	-100.0%	4.0%	1	0.0%	8.0%	2	3	4	8.0%	1	3	2	50.0%	63.9%	-2	-1	44.4%	50.0%								
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
Total	975	-1.9%		0	36.0%		0	0	555	0.0%	0	-72	0	49.5%	72	72	56.9%	56.9%									

† 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 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	2	50.0	0	50.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

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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

Mercer (Canada) Limited

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Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2016-12-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-12-06	Annually	Over 3 Years	Years	2016	2019						
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	39	7.9%	4.0%	5	18.2%	8.0%	9	14	0	8.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	69	10.9%	14.0%	29	72.4%	20.0%	41	70	0	20.0%	0	2	2	2.2%	2.2%	-2	0	0.0%	2.0%
03 Professionals	762	-3.2%	55.0%	1,257	33.4%	101.0%	2,309	3,566	2	101.0%	6	32	50	1.4%	1.4%	-9	18	0.3%	2.3%
04 Semi-Professionals & Tech	5	-41.5%		0	0.0%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		0	200.0%		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	89	-2.7%		0	33.9%		0	0	1	0.0%	0	0	0		1.3%	0	0	1.1%	1.1%
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	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.7%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	9	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.1%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	975	-1.9%		0	36.0%		0	0	3	0.0%	0	12	0		1.5%	-12	-12	0.3%	0.3%

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	2.9	0	2.9	
02 Middle & Other Managers	2	2.2	0	2.2	
03 Professionals	50	1.4	0	1.4	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

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Part 3: Goals

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Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees																		
		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
2016-12-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-12-06	Annually	Over 3 Years	#	2016	2019	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	108	9.4%	10.0%	32	45.3%	20.0%	65	97	0	20.0%	0	6	4	4.3%	4.3%	-5	-2	0.0%	2.9%
03	Professionals	762	-3.2%	55.0%	1,257	33.4%	101.0%	2,309	3,566	1	101.0%	3	79	136	3.8%	3.8%	-28	57	0.1%	6.6%
04	Semi-Professionals & Tech	5	-41.5%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	4.6%	0	0	0.0%	0.0%
05	Supervisors	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	89	-2.7%	27.0%	72	33.9%	52.0%	139	211	0	52.0%	0	5	7	3.4%	3.4%	-3	2	0.0%	4.3%
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	7.0%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	9	-100.0%	4.0%	1	0.0%	8.0%	2	3	0	8.0%	0	1	0	5.6%	5.6%	-1	-1	0.0%	0.0%
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		975	-1.9%		0	36.0%		0	0	1	0.0%	0	36	0		3.8%	-36	-36	0.1%	0.1%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	4	4.3	0	4.3	
03	Professionals	136	3.8	0	3.8	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	7	3.4	0	3.4	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	5.6	0	5.6	
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	

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees																		First/Previous Short-term Goals																	
	Members of Visible Minorities																		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years													
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals																							
	YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		2016	2019																						
	2016-12-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-12-06	Annually	Over 3 Years	2016	2019																								
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%																		
01 Senior Managers	39	7.9%	4.0%	5	18.2%	8.0%	9	14	3	8.0%	1	2	1	10.1%	10.1%	-1	-1	7.7%	6.8%																	
02 Middle & Other Managers	69	10.9%		0	72.4%		0	0	10	0.0%	0	0	0	15.0%	15.0%	0	0	14.5%	14.5%																	
03 Professionals	762	-3.2%	55.0%	1,257	33.4%	169.0%	3,863	5,120	104	169.0%	527	926	1,275	24.9%	24.9%	-86	349	13.6%	42.2%																	
04 Semi-Professionals & Tech	5	-41.5%		0	0.0%		0	0	1	0.0%	0	0	0	25.7%	25.7%	0	0	20.0%	20.0%																	
05 Supervisors	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
07 Administrative & Sr Clerical	89	-2.7%	12.0%	32	33.9%	22.0%	59	91	14	22.0%	9	27	24	26.6%	26.6%	-10	-3	15.7%	24.0%																	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
10 Clerical Personnel	2	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0	48.1%	48.1%	1	1	100.0%	100.0%																	
11 Intermediate Sales & Service	9	-100.0%	4.0%	1	0.0%	9.0%	2	3	0	9.0%	0	4	1	43.7%	43.7%	-4	-3	0.0%	10.0%																	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																	
Total	975	-1.9%		0	36.0%		0	0	134	0.0%	0	100	0	24.0%	24.0%	-100	-100	13.7%	13.7%																	

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	10.1	0	10.1	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	1,275	24.9	0	24.9	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	24	26.6	0	26.6	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	1	43.7	0	43.7	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

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Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-08-01	Annually	Over 3 Years	Years	2019	2022	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	49	7.9%		0	18.2%		0	0	18	0.0%	0	-4	0		27.6%	4	4	36.7%	36.7%
02 Middle & Other Managers	94	10.9%		0	72.4%		0	0	68	0.0%	0	-31	0		39.4%	31	31	72.3%	72.3%
03 Professionals	692	-3.2%		0	33.4%		0	0	386	0.0%	0	-63	0		46.7%	63	63	55.8%	55.8%
04 Semi-Professionals & Tech	1	-41.5%		0	0.0%		0	0	1	0.0%	0	-1	0		48.7%	1	1	100.0%	100.0%
05 Supervisors	2	0.0%		0	200.0%		0	0	2	0.0%	0	-1	0		52.0%	1	1	100.0%	100.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	82	-2.7%		0	33.9%		0	0	79	0.0%	0	-14	0		79.8%	14	14	96.3%	96.3%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	920	-1.9%		0	36.0%		0	0	554	0.0%	0	-113	0		47.9%	113	113	60.2%	60.2%

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

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

Table 10: Women

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

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Total		0.0	0.0
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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY						
	2019-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-08-01	Annually	Over 3 Years	2019	2022							
	#	%	%	#	%	%	#	#	%	#	#	%	%						
01 Senior Managers	49	7.9%		0	18.2%		0	0	3	0.0%	0	-1	0	3.2%	1	1	6.1%	6.1%	
02 Middle & Other Managers	94	10.9%		0	72.4%		0	0	4	0.0%	0	-1	0	2.7%	1	1	4.3%	4.3%	
03 Professionals	692	-3.2%		0	33.4%		0	0	42	0.0%	0	-30	0	1.8%	30	30	6.1%	6.1%	
04 Semi-Professionals & Tech	1	-41.5%		0	0.0%		0	0	0	0.0%	0	0	0	2.0%	0	0	0.0%	0.0%	
05 Supervisors	2	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.9%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	82	-2.7%		0	33.9%		0	0	8	0.0%	0	-7	0	1.7%	7	7	9.8%	9.8%	
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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	920	-1.9%		0	36.0%		0	0	57	0.0%	0	-39	0	2.0%	39	39	6.2%	6.2%	

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

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

Table 12: Aboriginal Peoples

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

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Total		0.0	0.0
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Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Subsequent/Current Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2019-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-08-01	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	143	9.4%		0	45.3%		0	0	0	0.0%	0	7	0	5.0%	5.0%	-7	-7	0.0%	0.0%
03	Professionals	692	-3.2%		0	33.4%		0	0	1	0.0%	0	61	0	8.9%	8.9%	-61	-61	0.1%	0.1%
04	Semi-Professionals & Tech	1	-41.5%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	7.6%	0	0	0.0%	0.0%
05	Supervisors	2	0.0%		0	200.0%		0	0	0	0.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	82	-2.7%		0	33.9%		0	0	0	0.0%	0	8	0	10.0%	10.0%	-8	-8	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		920	-1.9%		0	36.0%		0	0	1	0.0%	0	76	0		8.4%	-76	-76	0.1%	0.1%

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers		5.0		5.0	
03	Professionals		8.9		8.9	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		27.5		27.5	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		10.0		10.0	
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		0.0		0.0	
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Total			0.0		0.0	

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Data for Subsequent/Current Goals

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Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	2019-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-08-01	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%	
#	%	%	#	%	%	#	#	%	#	#	%	%	%	%	#	#	%	%	
01 Senior Managers	49	7.9%	4.0%	6	18.2%	8.0%	12	18	1	8.0%	0	5	2	11.5%	11.5%	-5	-3	2.0%	5.5%
02 Middle & Other Managers	94	10.9%		0	72.4%		0	0	3	0.0%	0	14	0	17.6%	17.6%	-14	-14	3.2%	3.2%
03 Professionals	692	-3.2%	55.0%	1,142	33.4%	114.0%	2,367	3,509	23	114.0%	79	529	905	25.8%	25.8%	-156	376	3.3%	46.3%
04 Semi-Professionals & Tech	1	-41.5%		0	0.0%		0	0	0	0.0%	0	0	0	11.9%	11.9%	0	0	0.0%	0.0%
05 Supervisors	2	0.0%		0	200.0%		0	0	0	0.0%	0	1	0	51.5%	51.5%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	82	-2.7%	12.0%	30	33.9%	22.0%	54	84	7	22.0%	5	29	23	27.8%	27.8%	-16	-6	8.5%	22.3%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%	4.0%	0	0.0%	9.0%	0	0	0	9.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	920	-1.9%		0	36.0%		0	0	34	0.0%	0	190	0	24.4%	24.4%	-190	-190	3.7%	3.7%

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		11.5		11.5	
02 Middle & Other Managers		17.6		17.6	
03 Professionals		25.8		25.8	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		51.5		51.5	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		27.8		27.8	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

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Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	39	15	38.5	27.4	11	4	140.4																	
	2019	49	18	36.7	27.6	14	4	133.1	7	2	28.6	2	0	9	4	44.4	3	1	8	4	50.0	3	1		
02 Middle & Other Managers	2016	69	41	59.4	38.9	27	14	152.8																	
	2019	94	68	72.3	39.4	37	31	183.6	43	25	58.1	17	8	14	12	85.7	8	4	59	37	62.7	35	2		
03 Professionals	2016	762	406	53.3	47.7	363	43	111.7																	
	2019	692	386	55.8	46.7	323	63	119.4	189	107	56.6	88	19	164	90	54.9	87	3	243	124	51.0	129	-5		
04 Semi-Professionals & Technicians	2016	5	4	80.0	55.6	3	1	143.9																	
	2019	1	1	100.0	48.7	0	1	205.3	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	2	2	100.0	52.0	1	1	192.3	1	1	100.0	1	0	0	0	0.0	0	0	2	2	100.0	0	2		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
01 Senior Managers	2019	16	6	37.5	0	0.0	0.0	0	0.0	0.0	0.0			
	2022	16	6	37.5										
02 Middle & Other Managers	2019	57	37	64.9	0	0.0	0.0	0	0.0	0.0	0.0			
	2022	57	37	64.9										
03 Professionals	2019	353	197	55.8	0	0.0	0.0	0	0.0	0.0	0.0			
	2022	353	197	55.8										
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0			
	2022	0	0	0.0										
05 Supervisors	2019	1	1	100.0	0	0.0	0.0	0	0.0	0.0	0.0			
	2022	1	1	100.0										
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0			
	2022	0	0	0.0										

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Part 4: Results - Women

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#						
07 Administrative & Senior Clerical	2016	89	83	93.3	80.2	71	12	116.3																	
	2019	82	79	96.3	79.8	65	14	120.7	19	18	94.7	15	3	5	5	100.0	5	0	29	27	93.1	27	0	0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	2	2	100.0	65.2	1	1	153.4																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	9	4	44.4	63.9	6	-2	69.6																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Women				All Employees	Women				All Employees	Women									
			Actual	Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met									
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%							
07 Administrative & Senior Clerical	2019	24	23	95.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0						
	2022	24	23	95.8		0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0						
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0						
	2022	0	0	0.0		0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0						
09 Skilled Crafts & Trades Workers	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						
	2022	0	0	0.0		0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0						
10 Clerical Personnel	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						
	2022	0	0	0.0		0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0						
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	2	0.0	50.0	0.0	0.0	0	0.0	50.0	0.0	0.0	0.0	0.0						
	2022	0	0	0.0		0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0						
12 Semi-Skilled Manual Workers	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						
	2022	0	0	0.0		0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0						

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Part 4: Results - Women

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0													
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0													
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0													
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0													
Total	2016	975	555	56.9	49.5	483	72	115.0																	
	2019	920	554	60.2	47.9	441	113	125.7																	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments		
		Flow Data				Short-term Goals				Long-term Goals						
		All Employees	Women			All Employees	Women				All Employees	Women				
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%					
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				
Total	2019	451	264	58.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	451	264	58.5			0.0	0.0			0.0	0.0				

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Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	39	0	0.0	2.9	1	-1	0.0																
	2019	49	3	6.1	3.2	2	1	191.3	7	1	14.3	0	1	9	1	11.1	0	1	8	0	0.0	0	0	0
02 Middle & Other Managers	2016	69	0	0.0	2.2	2	-2	0.0																
	2019	94	4	4.3	2.7	3	1	157.6	43	1	2.3	1	0	14	1	7.1	0	1	59	0	0.0	0	0	0
03 Professionals	2016	762	2	0.3	1.4	11	-9	18.7																
	2019	692	42	6.1	1.8	12	30	337.2	189	10	5.3	3	7	164	12	7.3	0	12	243	0	0.0	1	-1	
04 Semi-Professionals & Technicians	2016	5	0	0.0	1.5	0	0	0.0																
	2019	1	0	0.0	2.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	2	0	0.0	0.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2019	16	2	12.5	0	0.0	2.9	431.0	0	0.0	2.9	431.0		
	2022	16	2	12.5			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	57	2	3.5	2	100.0	2.2	159.5	0	0.0	2.2	159.5		
	2022	57	2	3.5			0.0	0.0			0.0	0.0		
03 Professionals	2019	353	22	6.2	50	44.0	1.4	445.2	0	0.0	1.4	445.2		
	2022	353	22	6.2			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

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Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	89	1	1.1	1.3	1	0	86.4																
	2019	82	8	9.8	1.7	1	7	573.9	19	3	15.8	0	3	5	1	20.0	0	1	29	3	10.3	0	3	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	2	0	0.0	0.7	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	9	0	0.0	1.1	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples									
			Actual	Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met									
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%							
07 Administrative & Senior Clerical	2019	24	4	16.7	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
	2022	24	4	16.7		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0						
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
	2022	0	0	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0						
09 Skilled Crafts & Trades Workers	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						
	2022	0	0	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0						
10 Clerical Personnel	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						
	2022	0	0	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0						
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
	2022	0	0	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0						
12 Semi-Skilled Manual Workers	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						
	2022	0	0	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0						

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0
Total	2016	975	3	0.3	1.5	15	-12	20.5																
	2019	920	57	6.2	2.0	18	39	309.8	259	15	5.8	5	10	192	15	7.8	1	14	341	3	0.9	1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	451	30	6.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	451	30	6.7			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
01&02 Managers	2016	108	0.0	0.0	4.3	5	-5	0.0																
	2019	143	0.0	0.0	5.0	7	-7	0.0	50	0	0.0	3	-3	23	0	0.0	0	0	67	0	0.0	0	0	
03 Professionals	2016	762	1.0	0.1	3.8	29	-28	3.5																
	2019	692	1.0	0.1	8.9	62	-61	1.6	189	0	0.0	17	-17	164	0	0.0	0	0	243	1	0.4	0	1	
04 Semi-Professionals & Technicians	2016	5	0.0	0.0	4.6	0	0	0.0																
	2019	1	0.0	0.0	7.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
05 Supervisors	2016	0	0.0	0.0	0.0	0	0	0.0																
	2019	2	0.0	0.0	27.5	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0.0	0.0	0.0	0	0	0.0																
	2019	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01&02 Managers	2019	73	0.0	0.0	4	0.0	4.3	0.0	0	0.0	4.3	0.0		
	2022	73	0.0	0.0			5.0	0.0			5.0	0.0		
03 Professionals	2019	353	0.0	0.0	136	0.0	3.8	0.0	0	0.0	3.8	0.0		
	2022	353	0.0	0.0			8.9	0.0			8.9	0.0		
04 Semi-Professionals & Technicians	2019	0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0.0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	1	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0.0	0.0			27.5	0.0			27.5	0.0		
06 Supervisors: Crafts & Trades	2019	0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0.0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	89	0	0.0	3.4	3	-3	0.0																	
	2019	82	0	0.0	10.0	8	-8	0.0	19	0	0.0	2	-2	5	0	0.0	0	0	29	0	0.0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	2	0	0.0	7.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	9	0	0.0	5.6	1	-1	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	24	0	0.0	7	0.0	3.4	0.0	0	0.0	3.4	0.0		
	2022	24	0	0.0			10.0	0.0			10.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	5.6	0.0	0	0.0	5.6	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

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Part 6: Results - Persons with Disabilities

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities									All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2016	975	1	0.1	3.8	37	-36	2.7																	
	2019	920	1	0.1	8.4	77	-76	1.3	259	0	0.0	22	-22	192	0	0.0	0	0	0	341	1	0.3	0	1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total	2019	451	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	451	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	39	3	7.7	10.1	4	-1	76.2																		
	2019	49	1	2.0	11.5	6	-5	17.7	7	0	0.0	1	-1	9	0	0.0	1	-1	8	0	0.0	1	-1			
02 Middle & Other Managers	2016	69	10	14.5	15.0	10	0	96.6																		
	2019	94	3	3.2	17.6	17	-14	18.1	43	2	4.7	8	-6	14	0	0.0	2	-2	59	3	5.1	9	-6			
03 Professionals	2016	762	104	13.6	24.9	190	-86	54.8																		
	2019	692	23	3.3	25.8	179	-156	12.9	189	5	2.6	49	-44	164	6	3.7	22	-16	243	3	1.2	33	-30			
04 Semi-Professionals & Technicians	2016	5	1	20.0	25.7	1	0	77.8																		
	2019	1	0	0.0	11.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0		
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	2	0	0.0	51.5	1	-1	0.0	1	0	0.0	1	-1	0	0	0.0	0	0	2	0	0.0	0	0			
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	2019	16	0	0.0	1	0.0	10.1	0.0	0	0.0	10.1	0.0		
	2022	16	0	0.0			11.5	0.0			11.5	0.0		
02 Middle & Other Managers	2019	57	2	3.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	57	2	3.5			17.6	19.9			17.6	19.9		
03 Professionals	2019	353	11	3.1	1,275	0.9	24.9	12.5	0	0.0	24.9	12.5		
	2022	353	11	3.1			25.8	12.1			25.8	12.1		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			51.5	0.0			51.5	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Mercer (Canada) Limited

43749

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	89	14	15.7	26.6	24	-10	59.1																
	2019	82	7	8.5	27.8	23	-16	30.7	19	3	15.8	5	-2	5	1	20.0	1	0	29	3	10.3	5	-2	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2016	2	2	100.0	48.1	1	1	207.9																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	9	0	0.0	43.7	4	-4	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	24	4	16.7	24	16.7	26.6	62.7	0	0.0	26.6	62.7		
	2022	24	4	16.7		27.8	60.0			27.8	60.0			
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0		0.0	0.0			0.0	0.0			
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0		0.0	0.0			0.0	0.0			
10 Clerical Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0		0.0	0.0			0.0	0.0			
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	1	0.0	43.7	0.0	0	0.0	43.7	0.0		
	2022	0	0	0.0		0.0	0.0			0.0	0.0			
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Mercer (Canada) Limited

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Visible Minorities			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Availability				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
Total	2016	975	134	13.7	24.0	234	-100	57.3																	
	2019	920	34	3.7	24.4	224	-190	15.1	259	10	3.9	63	-53	192	7	3.6	26	-19	341	9	2.6	47	-38		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	451	17	3.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	451	17	3.8			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Mercer (Canada) Limited
43749

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

**Federal Contractors Program
Report of the Subsequent Compliance Assessment**

Employer Name: Mercer (Canada) Limited

Primary Location: Toronto, Canada

Number of Employees: 920

• Ontario	498
• Québec	250
• Alberta	61
• British Columbia	60
• Nova Scotia	27
• Manitoba	21
• Saskatchewan	3

Organization Overview:

NAICS 5416 (Management, scientific and technical consulting services)

(Mercer is a leader in talent, health, retirement, and investment consulting whether it's designing affordable health plans, assuring income for retirement, or aligning workers with workforce needs).

Key Dates – First Year Assessment

Initiated: 2016-11-30

Received: 2016-12-07

Closed: 2016-12-20

Workforce Analysis: 2016-12-05

Key Dates – Subsequent Assessment

Initiated: 2019-09-24

Received: 2019-10-11

Workforce Analysis: 2019-08-01

DATA VERIFICATION

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

Yes No

Comments: None

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

Yes No

Comments: None

ASSESSMENT OF REASONABLE PROGRESS

Women

11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)
----	--	----------------------------

Assessment/Observations

- EEOG 11: There were zero new entrants.

Aboriginal Peoples

01	Senior Managers	Goal met at 431%
02	Middle & Other Managers	Goal met at 160%
03	Professionals	Goal met at 445%

Assessment/Observations

- All set goals were met for Aboriginal Peoples.

Persons with disabilities

01/02	Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)

Assessment/Observations

- EEOG 01/02: There were 73 new entrants and none were of persons with disabilities. With an LMA rate of 4.3%, at least three would have been expected.
- EEOG 03: There were 353 new entrants and none were of persons with disabilities. With an LMA rate of 3.8%, at least 13 would have been expected.
- EEOG 07: There were 24 new entrants and none were of persons with disabilities. However, with an LMA rate of only 3.4%, the goal was unattainable.
- EEOG 11: There were zero new entrants.

Members of Visible Minorities

01	Senior Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (12.5% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (62.7% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)

Assessment/Observations

- EEOG 01: There were 16 new entrants and none were of a visible minority. With an LMA rate of 10.1%, at least one would have been expected.
- EEOG 03: There were 353 new entrants and 11 were of a visible minority. With an LMA rate of 24.9%, at least 87 would have been expected.
- EEOG 07: There were 24 new entrants and four were of a visible minority. With an LMA rate of 26.6%, at least six would have been expected.
- EEOG 11: There were zero new entrants.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Of 12 required goals:
 - Three goals were met at 80% or above;
 - Two had a percentage of the goal completed;
 - Seven had zero percent achieved.

ASSESSMENT OF GOALS***Women***

Observations: There are no present gaps identified for Women.

Aboriginal Peoples

Observations: There are no present gaps identified for Aboriginal Peoples.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01/02	Managers	-7	5.0	5.0	0.0	5.0
03	Professionals	-61	8.9	8.9	0.1	8.9
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Admin & Senior Clerical Personnel	-8	10.0	10.0	0.0	10.0

Observations:

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-5	11.5	11.5	2.0	11.5
02	Middle & Other Managers	-14	17.6	17.6	3.2	17.6
03	Professionals	-156	25.8	25.8	3.3	25.8
05	Supervisors	-1	51.5	51.5	0.0	51.5
07	Admin & Senior Clerical Personnel	-16	27.8	27.8	8.5	27.8

Observations:

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR is available at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given the gaps present for persons with disabilities and members of visible minorities, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

Name of Analyst: Céline Brown

Date: November 22, 2019

From: Brown, Celine E [NC] **On Behalf Of** EE-EME

Sent: December 20, 2019 11:15 AM

To: 'Parchment, Jaqui' <Jaqui.Parchment@mercer.com>

Cc: Kalra, Celine <Celine.Kalra@mercer.com>; 'Young, Kai' <Kai.Young@mmc.com>

Subject: Government of Canada Agreement Number: 060535 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Jacqueline Parchment:

I am writing to inform you that the subsequent compliance assessment initiated on September 10, 2019 has been completed. As a result of the assessment, Mercer (Canada) Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Mercer (Canada) Limited's employment equity program.

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR is available at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given the gaps present for persons with disabilities and members of visible minorities, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

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 September 10, 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, Mercer (Canada) Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

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



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