Employment and Emploi et Développement social Canada

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

# **Agreement to Implement Employment Equity**

| New Agreement  | •                                       | *                   |   |   |   |
|--|---|---------------------|---|---|---|
| ☐ Revised Agreement  |   |                     |   |   |   |
| (1) common villamente  |   |                     |   |   |   |
|  | ORG                                     | ANIZATION           |   |   |   |
| Legal Name of Organization   |   |                     | Parent company is                       | located outside                         | Canada                                      |
| WSP Canada Inc   |   |                     |   |   |   |
|  |   |                     | L                                       | J Yes [                                 | ∠J No                                       |
| Operating Name (if different from Legal Name of Organiza   | nž (m.m.)                               |                     | Procurement Bus                         |   | ***************************************     |
| Operating Marie (ii dineretit iroti) Legal Marie of Organiza   | stion)                                  |                     | Procurement due                         | Hudww ramundwi                          |   |
|  |   |                     | Total number of en                      | nnic                                    |   |
|  |   |                     | (Full-Time/Part-Tin                     |   | 6083  |
| Organization's North American Industry Classification Sys  | item (NAICS) Cod                        | e Nº                |   |   | Code Number piease<br>ecls-sujets/standard- |
| 5413   |   |                     | norme/neics-scian                       |   |   |
|  |   |                     |   |   |   |
|  |   |                     | *************************************** |   |   |
| Official use only (if information above is incorrect)  |   |                     |   |   |   |
| Procurement Business Number  | Total number of                         | employees in Canada | 3                                       | Organization's I                        | VAICS Code No                               |
|  | <u> </u>                                | ••••••              |   |   |   |
|  | HEA                                     | O OFFICE            |   | ······································  | ······································      |
| Address (building number, street, suite, etc.)   | ·                                       | City                |   | Province                                | Postal Code                                 |
| 1600 Blvd. René-Levesque West, 16t   | n Floor                                 | Montreal            |   | Quebec                                  | H3H 1P5                                     |
|  |   | Telephone Number    |   | Fax Number                              |   |
|  |   | 514 340-0046        | <b>`</b>                                | 514 340-9                               | J586  |
| <b>E</b>   | MPLOYMENT                               | EQUITY CONT/        | ACT                                     | ······                                  |   |
| Name (print)   |   | Title               |   |   | ······································      |
| Ghislaine Beaucage   | *************************************** | Human Resour        | ces Advisor                             | ~~~~                                    | ***************************************     |
| Telephone Number   |   | E-mai Address       |   |   |   |
| 514 343-0773ext.5285   | ••••••                                  | ghislaine.be        | aucageewspgi                            | roup.com                                | ***************************************     |
|  | CERT                                    | IFICATION           |   |   |   |
| The above-named organization:  |   |                     |   | *************************************** |   |
| <ul> <li>having a combined workforce of 100 or more pe</li> <li>12 weeks or more in Canada, AND</li> </ul>   |   |                     | ,                                       |   | **  |
| <ul> <li>Intending to bid on, or being in receipt of, a fede<br/>Supply Arrangement, valued at \$1,000,000 or m</li> </ul>                                 |   |                     | ontract, standing                       | offer or contrac                        | ot issued under a                           |
| Hereby certifies its commitment to implement or mai  |   |                     |   |   |   |
| instrument, in keeping with the Federal Contractors please refer to: <a href="http://www.esdc.gc.ca/eng/labour/eg">http://www.esdc.gc.ca/eng/labour/eg</a> |   |                     | normacon on nov                         | v to implement                          | employment equity                           |
|  |   |                     | , , , , ,                               |   |   |
| important note: If an audit of the Agreement to Imp<br>the procurement instrument(s) with the Government   |   |                     | rs misrepresentat                       | ion on the part                         | or the organization,                        |
|  | SIGI                                    | NATORY              | ····                                    |   |   |
| NOTE: The signatory must be the Chief Executive (<br>contract on behalf of the organization.   | Officer OR an a                         | uthorized person in | an executive pos                        | ition with legal                        | authority to sign a                         |
| Name (print)   |   | Title               |   | **************************************  |   |
| David Ackert   |   | Chief Execut        | ive Officer,                            | Canada                                  | ***************************************     |
|  |   | E-mail Address      |   |   |   |
|  |   | david.ackert        |   | 383                                     |   |
|  |   | 0-15                | 7th /3                                  | 2014.                                   |   |
| *  | DETRIBATION                             | VSTRUCTIONS         |   |   |   |
|  | re:URN II                               | 40 I NUVI IUND      |   |   | ***************************************     |
| The original copy of the signed Agreement to   | inglomas ==                             | minomant Carle-     | fama m., see ka                         | ni in iha i n'                          | ou Opanam sau                               |
| at: (819) 963-8768 or by e-mail at: ee-eme@hi  |   |                     | oom must de se                          | w ure Lado                              | or mogram tax,                              |



# **Workforce Analysis - Detailed Report**

Date: 2019-12-19

|  |                   | Women              |        |                |           |                |          |                  |
|--|-------------------|--------------------|--------|----------------|-----------|----------------|----------|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees<br># | Repres | sentation<br>% | Avai<br>% | ilability<br># | Gap<br># | Recruitment Area |
|  |                   |                    |        |                |           |                |          |                  |
| 01 : Senior Managers   | National          | 36                 | 8      | 22.2 %         | 27.6 %    | 10             | -2       | National         |
| 02 : Middle and Other Managers   | National          | 1764               | 405    | 23.0 %         | 39.4 %    | 695            | -290     | National         |
| 03 : Professionals   |                   | 2801               | 926    | 33.1 %         | 22.8 %    | 639            | 287      |                  |
| 1111 : Financial auditors and accountants                                      | National          | 77                 | 65     | 84.4 %         | 56.0 %    | 43             | 22       | National         |
| 1112 : Financial and investment analysts                                       | National          | 21                 | 14     | 66.7 %         | 44.9 %    | 9              | 5        | National         |
| 1121 : Human resources professionals   | National          | 45                 | 33     | 73.3 %         | 73.2 %    | 33             | 0        | National         |
| 1122 : Professional occupations in business management consulting              | National          | 27                 | 14     | 51.9 %         | 42.7 %    | 12             | 2        | National         |
| 1123 : Professional occupations in advertising, marketing and public relations | National          | 17                 | 10     | 58.8 %         | 66.6 %    | 11             | -1       | National         |
| 2112 : Chemists  | National          | 1                  | 1      | 100.0 %        | 41.9 %    | 0              | 1        | National         |
| 2113 : Geoscientists and oceanographers  | National          | 42                 | 12     | 28.6 %         | 24.0 %    | 10             | 2        | National         |
| 2114 : Meteorologists and climatologists                                       | National          | 13                 | 5      | 38.5 %         | 27.4 %    | 4              | 1        | National         |
| 2115 : Other professional occupations in physical sciences                     | National          | 131                | 68     | 51.9 %         | 23.5 %    | 31             | 37       | National         |
| 2121 : Biologists and related scientists                                       | National          | 84                 | 52     | 61.9 %         | 52.8 %    | 44             | 8        | National         |
| 2122 : Forestry professionals  | National          | 2                  | 1      | 50.0 %         | 18.2 %    | 0              | 1        | National         |
| 2131 : Civil engineers   | National          | 1366               | 377    | 27.6 %         | 17.7 %    | 242            | 135      | National         |
| 2132 : Mechanical engineers  | National          | 299                | 59     | 19.7 %         | 9.5 %     | 28             | 31       | National         |
| 2133 : Electrical and electronics engineers                                    | National          | 226                | 35     | 15.5 %         | 10.7 %    | 24             | 11       | National         |
| 2134 : Chemical engineers  | National          | 24                 | 6      | 25.0 %         | 26.8 %    | 6              | 0        | National         |
| 2141 : Industrial and manufacturing engineers                                  | National          | 13                 | 0      | 0.0 %          | 20.4 %    | 3              | -3       | National         |
| 2142 : Metallurgical and materials engineers                                   | National          | 2                  | 0      | 0.0 %          | 15.9 %    | 0              | 0        | National         |
| 2143 : Mining engineers  | National          | 9                  | 3      | 33.3 %         | 13.1 %    | 1              | 2        | National         |
| 2144 : Geological engineers  | National          | 2                  | 0      | 0.0 %          | 18.1 %    | 0              | 0        | National         |
| 2145 : Petroleum engineers   | National          | 1                  | 0      | 0.0 %          | 16.8 %    | 0              | 0        | National         |
| 2147 : Computer engineers (except software engineers and designers)            | National          | 5                  | 2      | 40.0 %         | 11.1 %    | 1              | 1        | National         |



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|   | Women             |               |     |           |        |               |     |                  |
|---|-------------------|---------------|-----|-----------|--------|---------------|-----|------------------|
| Employment Equity Occupational Group  | Internal Location | All Employees | -   | sentation |        | ilability<br> | Gap | Recruitment Area |
|   |                   | #             | #   | %         | %      | #             | #   |                  |
| 2148 : Other professional engineers, n.e.c.                                   | National          | 4             | 0   | 0.0 %     | 19.9 % | 1             | -1  | National         |
| 2151 : Architects   | National          | 1             | 0   | 0.0 %     | 32.4 % | 0             | 0   | National         |
| 2152 : Landscape architects   | National          | 27            | 13  | 48.1 %    | 45.5 % | 12            | 1   | National         |
| 2153 : Urban and land use planners  | National          | 111           | 55  | 49.5 %    | 44.0 % | 49            | 6   | National         |
| 2154 : Land surveyors   | National          | 101           | 11  | 10.9 %    | 8.2 %  | 8             | 3   | National         |
| 2171 : Information systems analysts and consultants                           | National          | 57            | 17  | 29.8 %    | 27.7 % | 16            | 1   | National         |
| 2172 : Database analysts and data administrators                              | National          | 2             | 0   | 0.0 %     | 33.0 % | 1             | -1  | National         |
| 2173 : Software engineers and designers                                       | National          | 1             | 0   | 0.0 %     | 16.0 % | 0             | 0   | National         |
| 2174 : Computer programmers and interactive media developers                  | National          | 3             | 0   | 0.0 %     | 16.6 % | 0             | 0   | National         |
| 175 : Web designers and developers  | National          | 1             | 1   | 100.0 %   | 30.8 % | 0             | 1   | National         |
| 112 : Lawyers and Quebec notaries   | National          | 22            | 14  | 63.6 %    | 43.9 % | 10            | 4   | National         |
| 162 : Economists and economic policy researchers and analysts                 | National          | 1             | 0   | 0.0 %     | 43.8 % | 0             | 0   | National         |
| 163 : Business development officers and marketing researchers and consultants | National          | 1             | 1   | 100.0 %   | 51.3 % | 1             | 0   | National         |
| 165 : Health policy researchers, consultants and program officers             | National          | 1             | 0   | 0.0 %     | 74.1 % | 1             | -1  | National         |
| 121 : Authors and writers   | National          | 58            | 54  | 93.1 %    | 56.1 % | 33            | 21  | National         |
| 125 : Translators, terminologists and interpreters                            | National          | 3             | 3   | 100.0 %   | 69.7 % | 2             | 1   | National         |
| 14 : Semi-Professionals and Technicians                                       |                   | 2260          | 529 | 23.4 %    | 19.5 % | 441           | 88  |                  |
| 2212 : Geological and mineral technologists and technicians                   | Alberta           | 1             | 0   | 0.0 %     | 29.9 % | 0             | 0   | Alberta          |
| 212 : Geological and mineral technologists and technicians                    | British Columbia  | 6             | 2   | 33.3 %    | 24.2 % | 1             | 1   | British Columbia |
| 212 : Geological and mineral technologists and technicians                    | Ontario           | 9             | 1   | 11.1 %    | 20.7 % | 2             | -1  | Ontario          |
| 212 : Geological and mineral technologists and technicians                    | Québec            | 9             | 1   | 11.1 %    | 21.4 % | 2             | -1  | Québec           |
| 221 : Biological technologists and technicians                                | Alberta           | 3             | 0   | 0.0 %     | 49.8 % | 1             | -1  | Alberta          |
| 221 : Biological technologists and technicians                                | British Columbia  | 1             | 1   | 100.0 %   | 49.9 % | 0             | 1   | British Columbia |
| 221 : Biological technologists and technicians                                | Ontario           | 3             | 0   | 0.0 %     | 53.8 % | 2             | -2  | Ontario          |
|   |                   |               |     |           |        |               |     |                  |



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|   |                      | Women         |        |           |        |          |     |                      |
|---|----------------------|---------------|--------|-----------|--------|----------|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location    | All Employees | Repres | sentation | Avai   | lability | Gap | Recruitment Area     |
|   |                      | #             | #      | %         | %      | #        | #   |                      |
| 2221 : Biological technologists and technicians                               | Québec               | 12            | 2      | 16.7 %    | 51.2 % | 6        | -4  | Québec               |
| 2223 : Forestry technologists and technicians                                 | Québec               | 11            | 2      | 18.2 %    | 19.8 % | 2        | 0   | Québec               |
| 2225 : Landscape and horticulture technicians and specialists                 | Alberta              | 7             | 6      | 85.7 %    | 34.1 % | 2        | 4   | Alberta              |
| 2225 : Landscape and horticulture technicians and specialists                 | British Columbia     | 2             | 2      | 100.0 %   | 34.8 % | 1        | 1   | British Columbia     |
| 2225 : Landscape and horticulture technicians and specialists                 | Ontario              | 7             | 0      | 0.0 %     | 26.9 % | 2        | -2  | Ontario              |
| 2231 : Civil engineering technologists and technicians                        | Alberta              | 105           | 29     | 27.6 %    | 18.1 % | 19       | 10  | Alberta              |
| 2231 : Civil engineering technologists and technicians                        | British Columbia     | 66            | 15     | 22.7 %    | 21.8 % | 14       | 1   | British Columbia     |
| 2231 : Civil engineering technologists and technicians                        | Manitoba             | 31            | 5      | 16.1 %    | 14.1 % | 4        | 1   | Manitoba             |
| 2231 : Civil engineering technologists and technicians                        | New Brunswick        | 7             | 1      | 14.3 %    | 12.0 % | 1        | 0   | New Brunswick        |
| 2231 : Civil engineering technologists and technicians                        | Nova Scotia          | 9             | 1      | 11.1 %    | 12.3 % | 1        | 0   | Nova Scotia          |
| 2231 : Civil engineering technologists and technicians                        | Ontario              | 264           | 70     | 26.5 %    | 14.9 % | 39       | 31  | Ontario              |
| 2231 : Civil engineering technologists and technicians                        | Prince Edward Island | 3             | 0      | 0.0 %     | 36.4 % | 1        | -1  | Prince Edward Island |
| 2231 : Civil engineering technologists and technicians                        | Québec               | 295           | 58     | 19.7 %    | 16.9 % | 50       | 8   | Québec               |
| 2231 : Civil engineering technologists and technicians                        | Saskatchewan         | 14            | 2      | 14.3 %    | 18.5 % | 3        | -1  | Saskatchewan         |
| 2232 : Mechanical engineering technologists and technicians                   | Alberta              | 59            | 15     | 25.4 %    | 9.0 %  | 5        | 10  | Alberta              |
| 2232 : Mechanical engineering technologists and technicians                   | British Columbia     | 18            | 4      | 22.2 %    | 7.1 %  | 1        | 3   | British Columbia     |
| 2232 : Mechanical engineering technologists and technicians                   | New Brunswick        | 1             | 0      | 0.0 %     | 7.1 %  | 0        | 0   | New Brunswick        |
| 2232 : Mechanical engineering technologists and technicians                   | Ontario              | 38            | 7      | 18.4 %    | 9.1 %  | 3        | 4   | Ontario              |
| 2232 : Mechanical engineering technologists and technicians                   | Québec               | 58            | 7      | 12.1 %    | 8.6 %  | 5        | 2   | Québec               |
| 2232 : Mechanical engineering technologists and technicians                   | Saskatchewan         | 5             | 1      | 20.0 %    | 8.2 %  | 0        | 1   | Saskatchewan         |
| 2233 : Industrial engineering and manufacturing technologists and technicians | Ontario              | 3             | 1      | 33.3 %    | 18.6 % | 1        | 0   | Ontario              |
| 2233 : Industrial engineering and manufacturing technologists and technicians | Québec               | 9             | 0      | 0.0 %     | 24.6 % | 2        | -2  | Québec               |
| 2234 : Construction estimators  | Alberta              | 6             | 3      | 50.0 %    | 16.6 % | 1        | 2   | Alberta              |
| 2234 : Construction estimators  | Québec               | 5             | 3      | 60.0 %    | 19.8 % | 1        | 2   | Québec               |



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|   |                      | Women         |        |           |        |          |     |                      |
|---|----------------------|---------------|--------|-----------|--------|----------|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location    | All Employees | Repres | sentation | Avail  | lability | Gap | Recruitment Area     |
|   |                      | #             | #      | %         | %      | #        | #   |                      |
| 2241 : Electrical and electronics engineering technologists and technicians | Alberta              | 42            | 11     | 26.2 %    | 12.3 % | 5        | 6   | Alberta              |
| 2241 : Electrical and electronics engineering technologists and technicians | British Columbia     | 10            | 2      | 20.0 %    | 13.8 % | 1        | 1   | British Columbia     |
| 2241 : Electrical and electronics engineering technologists and technicians | Manitoba             | 2             | 0      | 0.0 %     | 7.0 %  | 0        | 0   | Manitoba             |
| 2241 : Electrical and electronics engineering technologists and technicians | Nova Scotia          | 1             | 0      | 0.0 %     | 7.6 %  | 0        | 0   | Nova Scotia          |
| 2241 : Electrical and electronics engineering technologists and technicians | Ontario              | 45            | 15     | 33.3 %    | 11.0 % | 5        | 10  | Ontario              |
| 2241 : Electrical and electronics engineering technologists and technicians | Prince Edward Island | 1             | 0      | 0.0 %     | 10.0 % | 0        | 0   | Prince Edward Island |
| 2241 : Electrical and electronics engineering technologists and technicians | Québec               | 53            | 9      | 17.0 %    | 8.4 %  | 4        | 5   | Québec               |
| 2241 : Electrical and electronics engineering technologists and technicians | Saskatchewan         | 3             | 1      | 33.3 %    | 10.7 % | 0        | 1   | Saskatchewan         |
| 2243 : Industrial instrument technicians and mechanics                      | Alberta              | 10            | 0      | 0.0 %     | 4.5 %  | 0        | 0   | Alberta              |
| 2243 : Industrial instrument technicians and mechanics                      | British Columbia     | 3             | 1      | 33.3 %    | 5.3 %  | 0        | 1   | British Columbia     |
| 2243 : Industrial instrument technicians and mechanics                      | Ontario              | 4             | 2      | 50.0 %    | 8.4 %  | 0        | 2   | Ontario              |
| 2243 : Industrial instrument technicians and mechanics                      | Québec               | 22            | 4      | 18.2 %    | 3.9 %  | 1        | 3   | Québec               |
| 2243 : Industrial instrument technicians and mechanics                      | Saskatchewan         | 1             | 0      | 0.0 %     | 2.5 %  | 0        | 0   | Saskatchewan         |
| 2251 : Architectural technologists and technicians                          | Alberta              | 1             | 0      | 0.0 %     | 42.9 % | 0        | 0   | Alberta              |
| 2251 : Architectural technologists and technicians                          | British Columbia     | 2             | 1      | 50.0 %    | 29.3 % | 1        | 0   | British Columbia     |
| 2251 : Architectural technologists and technicians                          | Manitoba             | 3             | 1      | 33.3 %    | 39.4 % | 1        | 0   | Manitoba             |
| 2251 : Architectural technologists and technicians                          | Nova Scotia          | 1             | 1      | 100.0 %   | 41.2 % | 0        | 1   | Nova Scotia          |
| 2251 : Architectural technologists and technicians                          | Ontario              | 11            | 1      | 9.1 %     | 29.8 % | 3        | -2  | Ontario              |
| 2251 : Architectural technologists and technicians                          | Québec               | 5             | 2      | 40.0 %    | 43.0 % | 2        | 0   | Québec               |
| 2251 : Architectural technologists and technicians                          | Saskatchewan         | 1             | 0      | 0.0 %     | 37.3 % | 0        | 0   | Saskatchewan         |
| 2253 : Drafting technologists and technicians                               | Alberta              | 36            | 11     | 30.6 %    | 28.5 % | 10       | 1   | Alberta              |
| 2253 : Drafting technologists and technicians                               | British Columbia     | 28            | 10     | 35.7 %    | 25.3 % | 7        | 3   | British Columbia     |
| 2253 : Drafting technologists and technicians                               | Manitoba             | 7             | 4      | 57.1 %    | 17.0 % | 1        | 3   | Manitoba             |
| 2253 : Drafting technologists and technicians                               | Nova Scotia          | 1             | 0      | 0.0 %     | 22.3 % | 0        | 0   | Nova Scotia          |



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|   | Women             |               |        |           |        |          |     |                  |
|---|-------------------|---------------|--------|-----------|--------|----------|-----|------------------|
| Employment Equity Occupational Group                      | Internal Location | All Employees | Repres | sentation | Avai   | lability | Gap | Recruitment Area |
|   |                   | #             | #      | %         | %      | #        | #   |                  |
| 2253 : Drafting technologists and technicians             | Ontario           | 122           | 51     | 41.8 %    | 29.2 % | 36       | 15  | Ontario          |
| 2253 : Drafting technologists and technicians             | Québec            | 79            | 42     | 53.2 %    | 34.5 % | 27       | 15  | Québec           |
| 2253 : Drafting technologists and technicians             | Saskatchewan      | 8             | 3      | 37.5 %    | 30.2 % | 2        | 1   | Saskatchewan     |
| 2254 : Land survey technologists and technicians          | Alberta           | 126           | 15     | 11.9 %    | 15.4 % | 19       | -4  | Alberta          |
| 2254 : Land survey technologists and technicians          | British Columbia  | 57            | 4      | 7.0 %     | 11.7 % | 7        | -3  | British Columbia |
| 2254 : Land survey technologists and technicians          | Manitoba          | 2             | 0      | 0.0 %     | 19.4 % | 0        | 0   | Manitoba         |
| 2254 : Land survey technologists and technicians          | New Brunswick     | 7             | 0      | 0.0 %     | 15.8 % | 1        | -1  | New Brunswick    |
| 2254 : Land survey technologists and technicians          | Nova Scotia       | 4             | 0      | 0.0 %     | 13.3 % | 1        | -1  | Nova Scotia      |
| 2254 : Land survey technologists and technicians          | Ontario           | 22            | 2      | 9.1 %     | 11.2 % | 2        | 0   | Ontario          |
| 2254 : Land survey technologists and technicians          | Québec            | 38            | 6      | 15.8 %    | 23.2 % | 9        | -3  | Québec           |
| 2254 : Land survey technologists and technicians          | Saskatchewan      | 12            | 1      | 8.3 %     | 17.2 % | 2        | -1  | Saskatchewan     |
| 2255 : Technical occupations in geomatics and meteorology | Alberta           | 43            | 15     | 34.9 %    | 32.9 % | 14       | 1   | Alberta          |
| 2255 : Technical occupations in geomatics and meteorology | British Columbia  | 18            | 8      | 44.4 %    | 35.9 % | 6        | 2   | British Columbia |
| 2255 : Technical occupations in geomatics and meteorology | Manitoba          | 1             | 1      | 100.0 %   | 33.9 % | 0        | 1   | Manitoba         |
| 2255 : Technical occupations in geomatics and meteorology | New Brunswick     | 2             | 0      | 0.0 %     | 34.7 % | 1        | -1  | New Brunswick    |
| 2255 : Technical occupations in geomatics and meteorology | Nova Scotia       | 4             | 1      | 25.0 %    | 30.2 % | 1        | 0   | Nova Scotia      |
| 2255 : Technical occupations in geomatics and meteorology | Ontario           | 18            | 7      | 38.9 %    | 35.8 % | 6        | 1   | Ontario          |
| 2255 : Technical occupations in geomatics and meteorology | Québec            | 17            | 8      | 47.1 %    | 38.4 % | 7        | 1   | Québec           |
| 2255 : Technical occupations in geomatics and meteorology | Saskatchewan      | 3             | 0      | 0.0 %     | 20.4 % | 1        | -1  | Saskatchewan     |
| 2262 : Engineering inspectors and regulatory officers     | Alberta           | 30            | 8      | 26.7 %    | 22.6 % | 7        | 1   | Alberta          |
| 2262 : Engineering inspectors and regulatory officers     | British Columbia  | 18            | 3      | 16.7 %    | 11.8 % | 2        | 1   | British Columbia |
| 2262 : Engineering inspectors and regulatory officers     | Manitoba          | 6             | 1      | 16.7 %    | 16.2 % | 1        | 0   | Manitoba         |
| 2262 : Engineering inspectors and regulatory officers     | New Brunswick     | 1             | 0      | 0.0 %     | 36.0 % | 0        | 0   | New Brunswick    |
| 2262 : Engineering inspectors and regulatory officers     | Nova Scotia       | 4             | 0      | 0.0 %     | 14.3 % | 1        | -1  | Nova Scotia      |
|   |                   |               |        |           |        | *******  |     |                  |



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|   |                   | Women         |     |           |        |          |     |                  |
|---|-------------------|---------------|-----|-----------|--------|----------|-----|------------------|
| Employment Equity Occupational Group  | Internal Location | All Employees | •   | sentation |        | lability | Gap | Recruitment Area |
|   |                   | #             | #   | %         | %      | #        | #   |                  |
| 2262 : Engineering inspectors and regulatory officers                                   | Ontario           | 207           | 17  | 8.2 %     | 23.5 % | 49       | -32 | Ontario          |
| 2262 : Engineering inspectors and regulatory officers                                   | Québec            | 13            | 4   | 30.8 %    | 24.1 % | 3        | 1   | Québec           |
| 2262 : Engineering inspectors and regulatory officers                                   | Saskatchewan      | 2             | 0   | 0.0 %     | 8.3 %  | 0        | 0   | Saskatchewan     |
| 2263: Inspectors in public and environmental health and occupational health and safety  | Alberta           | 6             | 2   | 33.3 %    | 38.6 % | 2        | 0   | Alberta          |
| 2263 : Inspectors in public and environmental health and occupational health and safety | British Columbia  | 1             | 0   | 0.0 %     | 36.3 % | 0        | 0   | British Columbia |
| 2263 : Inspectors in public and environmental health and occupational health and safety | New Brunswick     | 1             | 1   | 100.0 %   | 39.4 % | 0        | 1   | New Brunswick    |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Ontario           | 5             | 2   | 40.0 %    | 42.6 % | 2        | 0   | Ontario          |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Québec            | 6             | 2   | 33.3 %    | 44.8 % | 3        | -1  | Québec           |
| 2264 : Construction inspectors  | British Columbia  | 2             | 0   | 0.0 %     | 13.0 % | 0        | 0   | British Columbia |
| 2264 : Construction inspectors  | Ontario           | 1             | 0   | 0.0 %     | 12.5 % | 0        | 0   | Ontario          |
| 2281 : Computer network technicians   | Ontario           | 2             | 0   | 0.0 %     | 21.4 % | 0        | 0   | Ontario          |
| 2281 : Computer network technicians   | Québec            | 1             | 1   | 100.0 %   | 14.0 % | 0        | 1   | Québec           |
| 5241 : Graphic designers and illustrators   | Manitoba          | 2             | 2   | 100.0 %   | 51.4 % | 1        | 1   | Manitoba         |
| 5241 : Graphic designers and illustrators   | Ontario           | 3             | 2   | 66.7 %    | 50.0 % | 2        | 0   | Ontario          |
| 5241 : Graphic designers and illustrators   | Québec            | 4             | 3   | 75.0 %    | 48.7 % | 2        | 1   | Québec           |
| 5242 : Interior designers and interior decorators                                       | Ontario           | 2             | 2   | 100.0 %   | 78.7 % | 2        | 0   | Ontario          |
| 05 : Supervisors  |                   | 1             | 1   | 100.0 %   | 53.8 % | 1        | 0   |                  |
| Employment Equity Occupational Group  | Calgary           | 1             | 1   | 100.0 %   | 53.8 % | 1        | 0   | Calgary          |
| 07 : Administrative and Senior Clerical Personnel                                       |                   | 449           | 399 | 88.9 %    | 81.2 % | 365      | 34  |                  |
| Employment Equity Occupational Group  | Alta. less CMAs   | 12            | 11  | 91.7 %    | 89.6 % | 11       | 0   | Alta. less CMAs  |
| Employment Equity Occupational Group  | B.C. less CMAs    | 9             | 9   | 100.0 %   | 87.1 % | 8        | 1   | B.C. less CMAs   |
| Employment Equity Occupational Group  | Barrie            | 1             | 1   | 100.0 %   | 84.8 % | 1        | 0   | Barrie           |
| Employment Equity Occupational Group  | Calgary           | 69            | 50  | 72.5 %    | 81.2 % | 56       | -6  | Calgary          |
| Employment Equity Occupational Group  | Edmonton          | 14            | 11  | 78.6 %    | 84.2 % | 12       | -1  | Edmonton         |
|   |                   |               |     |           |        |          |     |                  |



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|                                      |                                     |               |    |           | Women  |         |     |                       |
|--------------------------------------|-------------------------------------|---------------|----|-----------|--------|---------|-----|-----------------------|
| Employment Equity Occupational Group | Internal Location                   | All Employees | •  | sentation |        | ability | Gap | Recruitment Area      |
|                                      |                                     | #             | #  | %         | %      | #       | #   |                       |
| Employment Equity Occupational Group | Greater Sudbury                     | 1             | 1  | 100.0 %   | 85.7 % | 1       | 0   | Greater Sudbury       |
| Employment Equity Occupational Group | Halifax                             | 4             | 4  | 100.0 %   | 80.9 % | 3       | 1   | Halifax               |
| Employment Equity Occupational Group | Hamilton                            | 2             | 2  | 100.0 %   | 82.6 % | 2       | 0   | Hamilton              |
| Employment Equity Occupational Group | Kelowna                             | 2             | 2  | 100.0 %   | 85.1 % | 2       | 0   | Kelowna               |
| Employment Equity Occupational Group | Kingston                            | 1             | 1  | 100.0 %   | 83.4 % | 1       | 0   | Kingston              |
| Employment Equity Occupational Group | Kitchener -<br>Cambridge - Waterloo | 5             | 5  | 100.0 %   | 82.1 % | 4       | 1   | Kitchener - Cambridge |
| Employment Equity Occupational Group | Lethbridge                          | 1             | 1  | 100.0 %   | 86.0 % | 1       | 0   | Lethbridge            |
| Employment Equity Occupational Group | Moncton                             | 1             | 1  | 100.0 %   | 81.6 % | 1       | 0   | Moncton               |
| Employment Equity Occupational Group | Montréal                            | 78            | 67 | 85.9 %    | 80.9 % | 63      | 4   | Montréal              |
| Employment Equity Occupational Group | N.B. less CMA                       | 2             | 1  | 50.0 %    | 85.7 % | 2       | -1  | N.B. less CMA         |
| Employment Equity Occupational Group | Ont. less CMAs                      | 7             | 7  | 100.0 %   | 86.8 % | 6       | 1   | Ont. less CMAs        |
| Employment Equity Occupational Group | Ottawa - Gatineau                   | 35            | 33 | 94.3 %    | 76.8 % | 27      | 6   | Ottawa - Gatineau     |
| Employment Equity Occupational Group | P.E.I.                              | 1             | 1  | 100.0 %   | 84.9 % | 1       | 0   | P.E.I.                |
| Employment Equity Occupational Group | Peterborough                        | 1             | 1  | 100.0 %   | 86.3 % | 1       | 0   | Peterborough          |
| Employment Equity Occupational Group | Que. less CMAs                      | 21            | 20 | 95.2 %    | 87.6 % | 18      | 2   | Que. less CMAs        |
| Employment Equity Occupational Group | Québec                              | 28            | 26 | 92.9 %    | 80.4 % | 23      | 3   | Québec                |
| Employment Equity Occupational Group | Regina                              | 3             | 3  | 100.0 %   | 80.4 % | 2       | 1   | Regina                |
| Employment Equity Occupational Group | Saguenay                            | 5             | 5  | 100.0 %   | 84.4 % | 4       | 1   | Saguenay              |
| Employment Equity Occupational Group | Saskatoon                           | 1             | 1  | 100.0 %   | 84.4 % | 1       | 0   | Saskatoon             |
| Employment Equity Occupational Group | Sherbrooke                          | 1             | 1  | 100.0 %   | 82.3 % | 1       | 0   | Sherbrooke            |
| Employment Equity Occupational Group | St. Catharines -<br>Niagara         | 2             | 2  | 100.0 %   | 82.4 % | 2       | 0   | St. Catharines -      |
| Employment Equity Occupational Group | Thunder Bay                         | 3             | 3  | 100.0 %   | 84.7 % | 3       | 0   | Thunder Bay           |
| Employment Equity Occupational Group | Toronto                             | 108           | 98 | 90.7 %    | 79.1 % | 85      | 13  | Toronto               |
| Employment Equity Occupational Group | Trois-Rivières                      | 2             | 2  | 100.0 %   | 82.2 % | 2       | 0   | Trois-Rivières        |



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|  |                                     |               |        |           | Women  |          |     |                       |
|--|-------------------------------------|---------------|--------|-----------|--------|----------|-----|-----------------------|
| Employment Equity Occupational Group             | Internal Location                   | All Employees | Repres | sentation | Avai   | lability | Gap | Recruitment Area      |
|  |                                     | #             | #      | %         | %      | #        | #   |                       |
| Employment Equity Occupational Group             | Vancouver                           | 16            | 16     | 100.0 %   | 78.9 % | 13       | 3   | Vancouver             |
| Employment Equity Occupational Group             | Victoria                            | 6             | 6      | 100.0 %   | 82.5 % | 5        | 1   | Victoria              |
| Employment Equity Occupational Group             | Windsor                             | 1             | 1      | 100.0 %   | 80.5 % | 1        | 0   | Windsor               |
| Employment Equity Occupational Group             | Winnipeg                            | 6             | 6      | 100.0 %   | 82.0 % | 5        | 1   | Winnipeg              |
| 09 : Skilled Crafts and Trades Workers           |                                     | 7             | 0      | 0.0 %     | 13.5 % | 1        | -1  |                       |
| 9243 : Water and waste treatment plant operators | Ontario                             | 2             | 0      | 0.0 %     | 13.5 % | 0        | 0   | Ontario               |
| 9243 : Water and waste treatment plant operators | Québec                              | 5             | 0      | 0.0 %     | 13.6 % | 1        | -1  | Québec                |
| 10 : Clerical Personnel                          |                                     | 175           | 136    | 77.7 %    | 65.1 % | 114      | 22  |                       |
| Employment Equity Occupational Group             | Alta. less CMAs                     | 6             | 6      | 100.0 %   | 78.8 % | 5        | 1   | Alta. less CMAs       |
| Employment Equity Occupational Group             | B.C. less CMAs                      | 2             | 2      | 100.0 %   | 78.0 % | 2        | 0   | B.C. less CMAs        |
| Employment Equity Occupational Group             | Barrie                              | 2             | 2      | 100.0 %   | 71.8 % | 1        | 1   | Barrie                |
| Employment Equity Occupational Group             | Calgary                             | 19            | 13     | 68.4 %    | 70.7 % | 13       | 0   | Calgary               |
| Employment Equity Occupational Group             | Edmonton                            | 9             | 9      | 100.0 %   | 71.9 % | 6        | 3   | Edmonton              |
| Employment Equity Occupational Group             | Halifax                             | 2             | 2      | 100.0 %   | 69.7 % | 1        | 1   | Halifax               |
| Employment Equity Occupational Group             | Kitchener -<br>Cambridge - Waterloo | 1             | 1      | 100.0 %   | 69.6 % | 1        | 0   | Kitchener - Cambridge |
| Employment Equity Occupational Group             | Montréal                            | 48            | 33     | 68.8 %    | 61.6 % | 30       | 3   | Montréal              |
| Employment Equity Occupational Group             | Ottawa - Gatineau                   | 3             | 3      | 100.0 %   | 65.7 % | 2        | 1   | Ottawa - Gatineau     |
| Employment Equity Occupational Group             | Que. less CMAs                      | 2             | 1      | 50.0 %    | 64.6 % | 1        | 0   | Que. less CMAs        |
| Employment Equity Occupational Group             | Québec                              | 28            | 24     | 85.7 %    | 58.6 % | 16       | 8   | Québec                |
| Employment Equity Occupational Group             | Saguenay                            | 4             | 2      | 50.0 %    | 62.4 % | 2        | 0   | Saguenay              |
| Employment Equity Occupational Group             | Saskatoon                           | 1             | 1      | 100.0 %   | 69.0 % | 1        | 0   | Saskatoon             |
| Employment Equity Occupational Group             | Toronto                             | 40            | 31     | 77.5 %    | 65.5 % | 26       | 5   | Toronto               |
| Employment Equity Occupational Group             | Trois-Rivières                      | 1             | 1      | 100.0 %   | 63.1 % | 1        | 0   | Trois-Rivières        |
| Employment Equity Occupational Group             | Vancouver                           | 6             | 4      | 66.7 %    | 70.6 % | 4        | 0   | Vancouver             |



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#### Women

|  |                   |               |        |           | Women  |            |     |                  |
|--|-------------------|---------------|--------|-----------|--------|------------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees | Repres | sentation | Ava    | ailability | Gap | Recruitment Area |
|  |                   | #             | #      | %         | %      | #          | #   |                  |
| Employment Equity Occupational Group   | Winnipeg          | 1             | 1      | 100.0 %   | 68.3 % | 1          | 0   | Winnipeg         |
| 12 : Semi-Skilled Manual Workers       |                   | 3             | 1      | 33.3 %    | 20.1 % | 1          | 0   |                  |
| Employment Equity Occupational Group   | Toronto           | 3             | 1      | 33.3 %    | 20.1 % | 1          | 0   | Toronto          |
| 13 : Other Sales and Service Personnel |                   | 1             | 0      | 0.0 %     | 54.0 % | 1          | -1  |                  |
| Employment Equity Occupational Group   | Winnipeg          | 1             | 0      | 0.0 %     | 54.0 % | 1          | -1  | Winnipeg         |
| 4 : Other Manual Workers               |                   | 2             | 2      | 100.0 %   | 17.6 % | 0          | 2   |                  |
| Employment Equity Occupational Group   | Calgary           | 2             | 2      | 100.0 %   | 17.6 % | 0          | 2   | Calgary          |
| Total                                  |                   | 7499          | 2407   | 32.1 %    | 30.2 % | 2268       | 139 |                  |

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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|  |                   | Aboriginal Peoples |         |       |       |          |     |                  |
|--|-------------------|--------------------|---------|-------|-------|----------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees      | Represe |       |       | lability | Gap | Recruitment Area |
|  |                   | #                  | #       | %     | %     | #        | #   |                  |
| 01 : Senior Managers   | National          | 36                 | 0       | 0.0 % | 3.2 % | 1        | -1  | National         |
| 02 : Middle and Other Managers   | National          | 1764               | 7       | 0.4 % | 2.7 % | 48       | -41 | National         |
| 03 : Professionals   |                   | 2801               | 25      | 0.9 % | 1.5 % | 42       | -17 |                  |
| 1111 : Financial auditors and accountants                                      | National          | 77                 | 0       | 0.0 % | 1.4 % | 1        | -1  | National         |
| 1112 : Financial and investment analysts                                       | National          | 21                 | 0       | 0.0 % | 0.8 % | 0        | 0   | National         |
| 1121 : Human resources professionals   | National          | 45                 | 1       | 2.2 % | 3.1 % | 1        | 0   | National         |
| 1122 : Professional occupations in business management consulting              | National          | 27                 | 0       | 0.0 % | 1.6 % | 0        | 0   | National         |
| 1123 : Professional occupations in advertising, marketing and public relations | National          | 17                 | 0       | 0.0 % | 2.1 % | 0        | 0   | National         |
| 2112 : Chemists  | National          | 1                  | 0       | 0.0 % | 0.7 % | 0        | 0   | National         |
| 2113 : Geoscientists and oceanographers  | National          | 42                 | 0       | 0.0 % | 2.0 % | 1        | -1  | National         |
| 2114 : Meteorologists and climatologists                                       | National          | 13                 | 0       | 0.0 % | 0.8 % | 0        | 0   | National         |
| 2115 : Other professional occupations in physical sciences                     | National          | 131                | 2       | 1.5 % | 1.4 % | 2        | 0   | National         |
| 2121 : Biologists and related scientists                                       | National          | 84                 | 1       | 1.2 % | 1.8 % | 2        | -1  | National         |
| 2122 : Forestry professionals  | National          | 2                  | 0       | 0.0 % | 2.9 % | 0        | 0   | National         |
| 2131 : Civil engineers   | National          | 1366               | 13      | 1.0 % | 1.4 % | 19       | -6  | National         |
| 2132 : Mechanical engineers  | National          | 299                | 3       | 1.0 % | 1.0 % | 3        | 0   | National         |
| 2133 : Electrical and electronics engineers                                    | National          | 226                | 2       | 0.9 % | 1.0 % | 2        | 0   | National         |
| 2134 : Chemical engineers  | National          | 24                 | 0       | 0.0 % | 0.8 % | 0        | 0   | National         |
| 2141 : Industrial and manufacturing engineers                                  | National          | 13                 | 0       | 0.0 % | 0.9 % | 0        | 0   | National         |
| 2142 : Metallurgical and materials engineers                                   | National          | 2                  | 0       | 0.0 % | 0.3 % | 0        | 0   | National         |
| 2143 : Mining engineers  | National          | 9                  | 0       | 0.0 % | 2.2 % | 0        | 0   | National         |
| 2144 : Geological engineers  | National          | 2                  | 0       | 0.0 % | 0.9 % | 0        | 0   | National         |
| 2145 : Petroleum engineers   | National          | 1                  | 0       | 0.0 % | 1.4 % | 0        | 0   | National         |
| 2147 : Computer engineers (except software engineers and designers)            | National          | 5                  | 0       | 0.0 % | 0.8 % | 0        | 0   | National         |



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|  |                   |               |         | Aborio   | inal Peoples |         |     |                  |
|--|-------------------|---------------|---------|----------|--------------|---------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees | Represe | entation | Avail        | ability | Gap | Recruitment Area |
|  |                   | #             | #       | %        | %            | #       | #   |                  |
| 2148 : Other professional engineers, n.e.c.                                    | National          | 4             | 0       | 0.0 %    | 2.1 %        | 0       | 0   | National         |
| 2151 : Architects  | National          | 1             | 0       | 0.0 %    | 0.7 %        | 0       | 0   | National         |
| 2152 : Landscape architects  | National          | 27            | 0       | 0.0 %    | 1.1 %        | 0       | 0   | National         |
| 2153 : Urban and land use planners   | National          | 111           | 1       | 0.9 %    | 2.8 %        | 3       | -2  | National         |
| 2154 : Land surveyors  | National          | 101           | 0       | 0.0 %    | 3.8 %        | 4       | -4  | National         |
| 2171 : Information systems analysts and consultants                            | National          | 57            | 0       | 0.0 %    | 1.3 %        | 1       | -1  | National         |
| 2172 : Database analysts and data administrators                               | National          | 2             | 0       | 0.0 %    | 1.5 %        | 0       | 0   | National         |
| 2173 : Software engineers and designers  | National          | 1             | 0       | 0.0 %    | 0.6 %        | 0       | 0   | National         |
| 2174 : Computer programmers and interactive media developers                   | National          | 3             | 0       | 0.0 %    | 1.1 %        | 0       | 0   | National         |
| 2175 : Web designers and developers  | National          | 1             | 0       | 0.0 %    | 1.6 %        | 0       | 0   | National         |
| 4112 : Lawyers and Quebec notaries   | National          | 22            | 0       | 0.0 %    | 1.9 %        | 0       | 0   | National         |
| 4162 : Economists and economic policy researchers and analysts                 | National          | 1             | 0       | 0.0 %    | 1.8 %        | 0       | 0   | National         |
| 4163 : Business development officers and marketing researchers and consultants | National          | 1             | 0       | 0.0 %    | 2.0 %        | 0       | 0   | National         |
| 4165 : Health policy researchers, consultants and program officers             | National          | 1             | 0       | 0.0 %    | 3.9 %        | 0       | 0   | National         |
| 5121 : Authors and writers   | National          | 58            | 2       | 3.4 %    | 2.3 %        | 1       | 1   | National         |
| 5125 : Translators, terminologists and interpreters                            | National          | 3             | 0       | 0.0 %    | 3.5 %        | 0       | 0   | National         |
| 04 : Semi-Professionals and Technicians  |                   | 2260          | 24      | 1.1 %    | 2.7 %        | 61      | -37 |                  |
| 2212 : Geological and mineral technologists and technicians                    | Alberta           | 1             | 0       | 0.0 %    | 2.9 %        | 0       | 0   | Alberta          |
| 2212 : Geological and mineral technologists and technicians                    | British Columbia  | 6             | 0       | 0.0 %    | 4.0 %        | 0       | 0   | British Columbia |
| 2212 : Geological and mineral technologists and technicians                    | Ontario           | 9             | 0       | 0.0 %    | 6.1 %        | 1       | -1  | Ontario          |
| 2212 : Geological and mineral technologists and technicians                    | Québec            | 9             | 0       | 0.0 %    | 2.8 %        | 0       | 0   | Québec           |
| 2221 : Biological technologists and technicians                                | Alberta           | 3             | 0       | 0.0 %    | 4.2 %        | 0       | 0   | Alberta          |
| 2221 : Biological technologists and technicians                                | British Columbia  | 1             | 0       | 0.0 %    | 9.4 %        | 0       | 0   | British Columbia |
| 2221 : Biological technologists and technicians                                | Ontario           | 3             | 0       | 0.0 %    | 2.0 %        | 0       | 0   | Ontario          |



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|   |                      |               |   | Abori    |        |         |     |                      |
|---|----------------------|---------------|---|----------|--------|---------|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location    | All Employees | - | entation |        | ability | Gap | Recruitment Area     |
|   |                      | #             | # | %        | %      | #       | #   |                      |
| 2221 : Biological technologists and technicians                               | Québec               | 12            | 1 | 8.3 %    | 1.7 %  | 0       | 1   | Québec               |
| 2223 : Forestry technologists and technicians                                 | Québec               | 11            | 0 | 0.0 %    | 4.3 %  | 0       | 0   | Québec               |
| 2225 : Landscape and horticulture technicians and specialists                 | Alberta              | 7             | 0 | 0.0 %    | 4.5 %  | 0       | 0   | Alberta              |
| 2225 : Landscape and horticulture technicians and specialists                 | British Columbia     | 2             | 0 | 0.0 %    | 6.8 %  | 0       | 0   | British Columbia     |
| 2225 : Landscape and horticulture technicians and specialists                 | Ontario              | 7             | 0 | 0.0 %    | 3.1 %  | 0       | 0   | Ontario              |
| 2231 : Civil engineering technologists and technicians                        | Alberta              | 105           | 1 | 1.0 %    | 2.8 %  | 3       | -2  | Alberta              |
| 2231 : Civil engineering technologists and technicians                        | British Columbia     | 66            | 0 | 0.0 %    | 3.9 %  | 3       | -3  | British Columbia     |
| 2231 : Civil engineering technologists and technicians                        | Manitoba             | 31            | 0 | 0.0 %    | 10.3 % | 3       | -3  | Manitoba             |
| 2231 : Civil engineering technologists and technicians                        | New Brunswick        | 7             | 0 | 0.0 %    | 2.3 %  | 0       | 0   | New Brunswick        |
| 2231 : Civil engineering technologists and technicians                        | Nova Scotia          | 9             | 0 | 0.0 %    | 4.9 %  | 0       | 0   | Nova Scotia          |
| 2231 : Civil engineering technologists and technicians                        | Ontario              | 264           | 1 | 0.4 %    | 1.9 %  | 5       | -4  | Ontario              |
| 2231 : Civil engineering technologists and technicians                        | Prince Edward Island | 3             | 0 | 0.0 %    | 0.0 %  | 0       | 0   | Prince Edward Island |
| 2231 : Civil engineering technologists and technicians                        | Québec               | 295           | 2 | 0.7 %    | 1.8 %  | 5       | -3  | Québec               |
| 2231 : Civil engineering technologists and technicians                        | Saskatchewan         | 14            | 0 | 0.0 %    | 4.6 %  | 1       | -1  | Saskatchewan         |
| 2232 : Mechanical engineering technologists and technicians                   | Alberta              | 59            | 0 | 0.0 %    | 1.3 %  | 1       | -1  | Alberta              |
| 2232 : Mechanical engineering technologists and technicians                   | British Columbia     | 18            | 0 | 0.0 %    | 2.2 %  | 0       | 0   | British Columbia     |
| 2232 : Mechanical engineering technologists and technicians                   | New Brunswick        | 1             | 0 | 0.0 %    | 0.0 %  | 0       | 0   | New Brunswick        |
| 2232 : Mechanical engineering technologists and technicians                   | Ontario              | 38            | 2 | 5.3 %    | 1.7 %  | 1       | 1   | Ontario              |
| 2232 : Mechanical engineering technologists and technicians                   | Québec               | 58            | 0 | 0.0 %    | 1.0 %  | 1       | -1  | Québec               |
| 2232 : Mechanical engineering technologists and technicians                   | Saskatchewan         | 5             | 0 | 0.0 %    | 2.4 %  | 0       | 0   | Saskatchewan         |
| 2233 : Industrial engineering and manufacturing technologists and technicians | Ontario              | 3             | 0 | 0.0 %    | 1.4 %  | 0       | 0   | Ontario              |
| 2233 : Industrial engineering and manufacturing technologists and technicians | Québec               | 9             | 1 | 11.1 %   | 1.1 %  | 0       | 1   | Québec               |
| 2234 : Construction estimators  | Alberta              | 6             | 0 | 0.0 %    | 3.2 %  | 0       | 0   | Alberta              |
| 2234 : Construction estimators  | Québec               | 5             | 0 | 0.0 %    | 1.0 %  | 0       | 0   | Québec               |



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|   | Abori                |               |        |          |        |         |     |                      |
|---|----------------------|---------------|--------|----------|--------|---------|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location    | All Employees | Repres | entation | Availa | ability | Gap | Recruitment Area     |
|   |                      | #             | #      | %        | %      | #       | #   |                      |
| 2241 : Electrical and electronics engineering technologists and technicians | Alberta              | 42            | 1      | 2.4 %    | 2.6 %  | 1       | 0   | Alberta              |
| 2241 : Electrical and electronics engineering technologists and technicians | British Columbia     | 10            | 0      | 0.0 %    | 2.8 %  | 0       | 0   | British Columbia     |
| 2241 : Electrical and electronics engineering technologists and technicians | Manitoba             | 2             | 0      | 0.0 %    | 10.0 % | 0       | 0   | Manitoba             |
| 2241 : Electrical and electronics engineering technologists and technicians | Nova Scotia          | 1             | 0      | 0.0 %    | 4.2 %  | 0       | 0   | Nova Scotia          |
| 2241 : Electrical and electronics engineering technologists and technicians | Ontario              | 45            | 1      | 2.2 %    | 1.7 %  | 1       | 0   | Ontario              |
| 2241 : Electrical and electronics engineering technologists and technicians | Prince Edward Island | 1             | 0      | 0.0 %    | 10.0 % | 0       | 0   | Prince Edward Island |
| 2241 : Electrical and electronics engineering technologists and technicians | Québec               | 53            | 0      | 0.0 %    | 1.6 %  | 1       | -1  | Québec               |
| 2241 : Electrical and electronics engineering technologists and technicians | Saskatchewan         | 3             | 0      | 0.0 %    | 5.3 %  | 0       | 0   | Saskatchewan         |
| 2243 : Industrial instrument technicians and mechanics                      | Alberta              | 10            | 0      | 0.0 %    | 4.7 %  | 0       | 0   | Alberta              |
| 2243 : Industrial instrument technicians and mechanics                      | British Columbia     | 3             | 0      | 0.0 %    | 4.2 %  | 0       | 0   | British Columbia     |
| 2243 : Industrial instrument technicians and mechanics                      | Ontario              | 4             | 1      | 25.0 %   | 3.5 %  | 0       | 1   | Ontario              |
| 2243 : Industrial instrument technicians and mechanics                      | Québec               | 22            | 0      | 0.0 %    | 2.4 %  | 1       | -1  | Québec               |
| 2243 : Industrial instrument technicians and mechanics                      | Saskatchewan         | 1             | 0      | 0.0 %    | 5.1 %  | 0       | 0   | Saskatchewan         |
| 2251 : Architectural technologists and technicians                          | Alberta              | 1             | 0      | 0.0 %    | 1.0 %  | 0       | 0   | Alberta              |
| 2251 : Architectural technologists and technicians                          | British Columbia     | 2             | 0      | 0.0 %    | 0.8 %  | 0       | 0   | British Columbia     |
| 2251 : Architectural technologists and technicians                          | Manitoba             | 3             | 0      | 0.0 %    | 6.1 %  | 0       | 0   | Manitoba             |
| 2251 : Architectural technologists and technicians                          | Nova Scotia          | 1             | 0      | 0.0 %    | 0.0 %  | 0       | 0   | Nova Scotia          |
| 2251 : Architectural technologists and technicians                          | Ontario              | 11            | 0      | 0.0 %    | 1.0 %  | 0       | 0   | Ontario              |
| 2251 : Architectural technologists and technicians                          | Québec               | 5             | 0      | 0.0 %    | 1.0 %  | 0       | 0   | Québec               |
| 2251 : Architectural technologists and technicians                          | Saskatchewan         | 1             | 0      | 0.0 %    | 3.4 %  | 0       | 0   | Saskatchewan         |
| 2253 : Drafting technologists and technicians                               | Alberta              | 36            | 2      | 5.6 %    | 3.1 %  | 1       | 1   | Alberta              |
| 2253 : Drafting technologists and technicians                               | British Columbia     | 28            | 0      | 0.0 %    | 2.0 %  | 1       | -1  | British Columbia     |
| 2253 : Drafting technologists and technicians                               | Manitoba             | 7             | 0      | 0.0 %    | 4.1 %  | 0       | 0   | Manitoba             |
| 2253 : Drafting technologists and technicians                               | Nova Scotia          | 1             | 0      | 0.0 %    | 2.5 %  | 0       | 0   | Nova Scotia          |



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| Employment Equity Occupational Group                      | Internal Location | All Employees | Represe |       | Availa   | • | Gap<br>" | Recruitment Area |
|---|-------------------|---------------|---------|-------|----------|---|----------|------------------|
|   |                   | #             | #       | %     | <b>%</b> | # | #        |                  |
| 2253 : Drafting technologists and technicians             | Ontario           | 122           | 1       | 0.8 % | 1.8 %    | 2 | -1       | Ontario          |
| 2253 : Drafting technologists and technicians             | Québec            | 79            | 0       | 0.0 % | 1.0 %    | 1 | -1       | Québec           |
| 2253 : Drafting technologists and technicians             | Saskatchewan      | 8             | 0       | 0.0 % | 2.2 %    | 0 | 0        | Saskatchewan     |
| 2254 : Land survey technologists and technicians          | Alberta           | 126           | 4       | 3.2 % | 5.5 %    | 7 | -3       | Alberta          |
| 2254 : Land survey technologists and technicians          | British Columbia  | 57            | 3       | 5.3 % | 6.4 %    | 4 | -1       | British Columbia |
| 2254 : Land survey technologists and technicians          | Manitoba          | 2             | 0       | 0.0 % | 13.9 %   | 0 | 0        | Manitoba         |
| 2254 : Land survey technologists and technicians          | New Brunswick     | 7             | 0       | 0.0 % | 0.0 %    | 0 | 0        | New Brunswick    |
| 2254 : Land survey technologists and technicians          | Nova Scotia       | 4             | 0       | 0.0 % | 0.0 %    | 0 | 0        | Nova Scotia      |
| 2254 : Land survey technologists and technicians          | Ontario           | 22            | 0       | 0.0 % | 2.2 %    | 0 | 0        | Ontario          |
| 2254 : Land survey technologists and technicians          | Québec            | 38            | 0       | 0.0 % | 1.8 %    | 1 | -1       | Québec           |
| 2254 : Land survey technologists and technicians          | Saskatchewan      | 12            | 1       | 8.3 % | 10.3 %   | 1 | 0        | Saskatchewan     |
| 2255 : Technical occupations in geomatics and meteorology | Alberta           | 43            | 1       | 2.3 % | 3.0 %    | 1 | 0        | Alberta          |
| 2255 : Technical occupations in geomatics and meteorology | British Columbia  | 18            | 0       | 0.0 % | 3.1 %    | 1 | -1       | British Columbia |
| 2255 : Technical occupations in geomatics and meteorology | Manitoba          | 1             | 0       | 0.0 % | 10.2 %   | 0 | 0        | Manitoba         |
| 2255 : Technical occupations in geomatics and meteorology | New Brunswick     | 2             | 0       | 0.0 % | 4.1 %    | 0 | 0        | New Brunswick    |
| 2255 : Technical occupations in geomatics and meteorology | Nova Scotia       | 4             | 0       | 0.0 % | 6.3 %    | 0 | 0        | Nova Scotia      |
| 2255 : Technical occupations in geomatics and meteorology | Ontario           | 18            | 0       | 0.0 % | 2.3 %    | 0 | 0        | Ontario          |
| 2255 : Technical occupations in geomatics and meteorology | Québec            | 17            | 0       | 0.0 % | 3.5 %    | 1 | -1       | Québec           |
| 2255 : Technical occupations in geomatics and meteorology | Saskatchewan      | 3             | 0       | 0.0 % | 5.6 %    | 0 | 0        | Saskatchewan     |
| 2262 : Engineering inspectors and regulatory officers     | Alberta           | 30            | 0       | 0.0 % | 3.6 %    | 1 | -1       | Alberta          |
| 2262 : Engineering inspectors and regulatory officers     | British Columbia  | 18            | 0       | 0.0 % | 3.1 %    | 1 | -1       | British Columbia |
| 2262 : Engineering inspectors and regulatory officers     | Manitoba          | 6             | 0       | 0.0 % | 10.8 %   | 1 | -1       | Manitoba         |
| 2262 : Engineering inspectors and regulatory officers     | New Brunswick     | 1             | 0       | 0.0 % | 8.0 %    | 0 | 0        | New Brunswick    |
| 2262 : Engineering inspectors and regulatory officers     | Nova Scotia       | 4             | 0       | 0.0 % | 11.4 %   | 0 | 0        | Nova Scotia      |



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| # # % % # #  262 : Engineering inspectors and regulatory officers  Ontario  207 1 0.5 % 1.6 % 3  |   |                   |     |   |        |       |    |    |                  |
|--|---|-------------------|-----|---|--------|-------|----|----|------------------|
| Delication   Communication     | Employment Equity Occupational Group  | Internal Location |     | • |        |       | •  | •  | Recruitment Area |
| 282   Engineering inspectors and regulatory officers   Saskatchewan   2   0 0.0%   1.4%   0 0 0 Saskatchewan   2   0 0.0%   8.3%   0 0 Saskatchewan   2   0 0.0%   8.3%   0 0 0 Saskatchewan   2   0 0.0%   6.8%   0 0 0 Saskatchewan   2   0 0.0%   2.3%   0 0 0 Saskatchewan   2   0 0.0%   2.4%   0 0 0 Saskatchewan   2   0 0.   | 0000 Facility distribution and an address officers                                      | Outside           |     |   |        |       |    |    | Out-d-           |
| Saskatchewan   2   |   |                   |     |   |        |       |    |    |                  |
| 283 : Inspectors in public and environmental health and occupational health and safety 283 : Inspectors in public and environmental health and occupational health and safety 283 : Inspectors in public and environmental health and occupational health and safety 283 : Inspectors in public and environmental health and occupational health and safety 283 : Inspectors in public and environmental health and occupational health and safety 384 : Construction inspectors in public and environmental health and occupational health and safety 384 : Construction inspectors 385 : Const | 2262 : Engineering inspectors and regulatory officers                                   | Québec            | 13  | 0 | 0.0 %  | 1.4 % | 0  | 0  | Québec           |
| 283 : Inspectors in public and environmental health and occupational health and safety 283 : Inspectors in public and environmental health and occupational health and safety 284 : Inspectors in public and environmental health and occupational health and safety 285 : Inspectors in public and environmental health and occupational health and safety 286 : Inspectors in public and environmental health and occupational health and safety 287 : Inspectors in public and environmental health and occupational health and safety 288 : Inspectors in public and environmental health and occupational health and safety 288 : Construction inspectors 289 : Inspectors 280 : Inspect | 2262 : Engineering inspectors and regulatory officers                                   | Saskatchewan      | 2   | 0 | 0.0 %  | 8.3 % | 0  | 0  | Saskatchewan     |
| 283 : Inspectors in public and environmental health and occupational health and safety   284 : Inspectors in public and environmental health and occupational health and safety   285 : Inspectors in public and environmental health and occupational health and safety   286 : Inspectors in public and environmental health and occupational health and safety   287 : Inspectors in public and environmental health and occupational health and safety   288 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and occupational health and safety   289 : Inspectors in public and environmental health and safety   280 : Ontario   281 : Computer network technicians   281 : Computer network technicians   282 : Construction inspectors   283 : Construction inspectors   284 : Construction inspectors   285 : Construction inspectors   286 : Construction inspectors   287 : Construction inspectors   288 : Construction inspectors   289 : Construction insp | 2263 : Inspectors in public and environmental health and occupational health and safety | Alberta           | 6   | 0 | 0.0 %  | 5.9 % | 0  | 0  | Alberta          |
| 283 : Inspectors in public and environmental health and occupational health and safety  Québec  British Columbia  284 : Construction inspectors  British Columbia  295 : Construction inspectors  British Columbia  296 : Construction inspectors  British Columbia  297 : Contario  Ontario  Ontar | 2263: Inspectors in public and environmental health and occupational health and safety  | British Columbia  | 1   | 0 | 0.0 %  | 6.8 % | 0  | 0  | British Columbia |
| 283 : Inspectors in public and environmental health and occupational health and safety  294 : Construction inspectors  294 : Construction inspectors  295 : Construction inspectors  296 : Construction inspectors  297 : Construction inspectors  298 : Construction inspectors  299 : Contario  299 : Contario  290 : 0.0 %  | 2263: Inspectors in public and environmental health and occupational health and safety  | New Brunswick     | 1   | 0 | 0.0 %  | 2.8 % | 0  | 0  | New Brunswick    |
| British Columbia   2   | 2263: Inspectors in public and environmental health and occupational health and safety  | Ontario           | 5   | 0 | 0.0 %  | 3.0 % | 0  | 0  | Ontario          |
| 264 : Construction inspectors  Ontario  1 0 0.0 % 2.4 % 0 0 Ontario  281 : Computer network technicians  Ontario  281 : Computer network technicians  Ouébec  1 0 0.0 % 1.7 % 0 0 Ontario  281 : Computer network technicians  Ouébec  1 0 0.0 % 1.1 % 0 0 Ouébec  241 : Graphic designers and illustrators  Manitoba  241 : Graphic designers and illustrators  Ontario  O | 2263 : Inspectors in public and environmental health and occupational health and safety | Québec            | 6   | 0 | 0.0 %  | 2.1 % | 0  | 0  | Québec           |
| 281 : Computer network technicians  Ontario  2 0 0.0 % 1.7 % 0 0 Ontario  281 : Computer network technicians  Québec  1 0 0.0 % 1.1 % 0 0 Québec  241 : Graphic designers and illustrators  Manitoba  2 0 0.0 % 6.1 % 0 0 Manitoba  241 : Graphic designers and illustrators  Ontario  Ont | 2264 : Construction inspectors  | British Columbia  | 2   | 0 | 0.0 %  | 6.0 % | 0  | 0  | British Columbia |
| 281: Computer network technicians  Québec  1 0 0.0 % 1.1 % 0 0 Québec  241: Graphic designers and illustrators  Manitoba  2 0 0.0 % 6.1 % 0 0 Manitoba  241: Graphic designers and illustrators  Ontario  3 0 0.0 % 1.4 % 0 0 Ontario  241: Graphic designers and illustrators  Québec  4 0 0.0 % 2.0 % 0 0 Québec  242: Interior designers and illustrators  Ontario  5: Supervisors  Ontario  Calgary  1 0 0.0 % 3.1 % 0 0 Ontario  Calgary  7: Administrative and Senior Clerical Personnel  Employment Equity Occupational Group  Alta. less CMAs  Employment Equity Occupational Group  B.C. less CMAs  Employment Equity Occupational Group  Barrie  Calgary  69 2 2.9 % 2.9 % 2.9 % 2.0 Calgary   | 2264 : Construction inspectors  | Ontario           | 1   | 0 | 0.0 %  | 2.4 % | 0  | 0  | Ontario          |
| Manitoba 2 0 0.0 % 6.1 % 0 0 Manitoba 2 1 0 0.0 % 6.1 % 0 0 Manitoba 2 1 0 0.0 % 6.1 % 0 0 Manitoba 241 : Graphic designers and illustrators Ontario 3 0 0.0 % 1.4 % 0 0 0 Outario 241 : Graphic designers and illustrators Québec 4 0 0.0 % 2.0 % 0 0 Québec 242 : Interior designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 0 Outario 241 : Graphic designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 0 Outario 242 : Interior designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 0 Outario 241 : Graphic designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 0 Outario 242 : Interior designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 Outario 242 : Interior designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 Outario 242 : Interior designers and interior decorators Ontario 2 0 0.0 % 1.3 % 0 Outario 242 : Interior designers and interior decorators Ontario 2 Outario 2 Outari | 2281 : Computer network technicians   | Ontario           | 2   | 0 | 0.0 %  | 1.7 % | 0  | 0  | Ontario          |
| 241 : Graphic designers and illustrators  Québec  4  0  0.0 %  1.4 %  0  0  Québec  242 : Interior designers and illustrators  Québec  4  0  0.0 %  1.3 %  0  0  Québec  242 : Interior designers and illustrators  Ontario  242 : Interior designers and interior decorators  Ontario  243 : Supervisors  1  0  0.0 %  1.3 %  0  0  Ontario  Ontario  5 : Supervisors  Employment Equity Occupational Group  Calgary  1  0  0.0 %  3.1 %  0  0  Calgary  7 : Administrative and Senior Clerical Personnel  Employment Equity Occupational Group  Alta. less CMAs  Employment Equity Occupational Group  B.C. less CMAs  Barrie  1  0  0.0 %  3.0 %  0  0  0  0  0  0  0  0  0  0  0  0  0   | 2281 : Computer network technicians   | Québec            | 1   | 0 | 0.0 %  | 1.1 % | 0  | 0  | Québec           |
| Québec 4 0 0.0% 2.0% 0 0 Québec 242 : Interior designers and illustrators Ontario 2 0 0.0% 1.3% 0 0 Ontario 5 : Supervisors Employment Equity Occupational Group Calgary T : Administrative and Senior Clerical Personnel Employment Equity Occupational Group Alta. less CMAs Employment Equity Occupational Group B.C. less CMAs Employment Equity Occupational Group B.C. less CMAs Employment Equity Occupational Group Barrie  Employment Equity Occupational Group Barrie Calgary 69 2 2.9% 2.9% 2.9% 2.0 Calgary  | 5241 : Graphic designers and illustrators   | Manitoba          | 2   | 0 | 0.0 %  | 6.1 % | 0  | 0  | Manitoba         |
| 242 : Interior designers and interior decorators  Ontario  2 0 0.0 % 1.3 % 0 0 Ontario  Employment Equity Occupational Group  Calgary  1 0 0.0 % 3.1 % 0 0 Calgary  7 : Administrative and Senior Clerical Personnel  Employment Equity Occupational Group  Alta. less CMAs  Employment Equity Occupational Group  B.C. less CMAs  9 1 11.1 % 8.5 % 1 0 B.C. less CMAs  Employment Equity Occupational Group  Barrie  1 0 0.0 % 3.0 % 0 Barrie  Employment Equity Occupational Group  Barrie  1 0 0.0 % 3.0 % 0 0 Barrie  Employment Equity Occupational Group  Calgary  69 2 2.9 % 2.9 % 2.9 % 2.0 Calgary  | 5241 : Graphic designers and illustrators   | Ontario           | 3   | 0 | 0.0 %  | 1.4 % | 0  | 0  | Ontario          |
| 5: Supervisors  Employment Equity Occupational Group  Calgary  1 0 0.0 % 3.1 % 0 0 Calgary  7: Administrative and Senior Clerical Personnel  Employment Equity Occupational Group  Alta. less CMAs  Employment Equity Occupational Group  B.C. less CMAs  Barrie  1 0 0.0 % 3.1 % 0 0 Calgary  1 1 5  Employment Equity Occupational Group  Barrie  Employment Equity Occupational Group  Barrie  Calgary  69 2 2.9 % 2.9 % 2.9 % 2.0 Calgary  Calgary   | 5241 : Graphic designers and illustrators   | Québec            | 4   | 0 | 0.0 %  | 2.0 % | 0  | 0  | Québec           |
| Employment Equity Occupational Group  Calgary  1 0 0.0 % 3.1 % 0 0 Calgary  7: Administrative and Senior Clerical Personnel  Employment Equity Occupational Group  Alta. less CMAs  B.C. less CMAs  Barrie  1 0 0.0 % 3.1 % 0 0 Calgary  1 1.3 % 2.5 % 11 5.5  1 1 1.1 % 8.5 % 1 0 B.C. less CMAs  Employment Equity Occupational Group  Barrie  1 0 0.0 % 3.0 % 0 0 Barrie  Employment Equity Occupational Group  Calgary  69 2 2.9 % 2.9 % 2.9 % 2 0 Calgary   | 5242 : Interior designers and interior decorators                                       | Ontario           | 2   | 0 | 0.0 %  | 1.3 % | 0  | 0  | Ontario          |
| 7: Administrative and Senior Clerical Personnel  Employment Equity Occupational Group  Alta. less CMAs  B.C. less CMAs  Barrie  1 0 0.0 % 7.2 % 1 1 0 B.C. less CMAs  Employment Equity Occupational Group  Barrie  1 0 0.0 % 3.0 % 0 0 Barrie  Employment Equity Occupational Group  Calgary  69 2 2.9 % 2.9 % 2.9 % 2.9 % 2.0 Calgary  | 05 : Supervisors  |                   | 1   | 0 | 0.0 %  | 3.1 % | 0  | 0  |                  |
| Employment Equity Occupational GroupAlta. less CMAs1200.0 %7.2 %1-1Alta. less CMAsEmployment Equity Occupational GroupB.C. less CMAs9111.1 %8.5 %10B.C. less CMAsEmployment Equity Occupational GroupBarrie100.0 %3.0 %00BarrieEmployment Equity Occupational GroupCalgary6922.9 %2.9 %20Calgary   | Employment Equity Occupational Group  | Calgary           | 1   | 0 | 0.0 %  | 3.1 % | 0  | 0  | Calgary          |
| Employment Equity Occupational Group  B.C. less CMAs  9 1 11.1 % 8.5 % 1 0 B.C. less CMAs  Employment Equity Occupational Group  Barrie  1 0 0.0 % 3.0 % 0 0 Barrie  Employment Equity Occupational Group  Calgary  69 2 2.9 % 2.9 % 2 0 Calgary   | 07 : Administrative and Senior Clerical Personnel                                       |                   | 449 | 6 | 1.3 %  | 2.5 % | 11 | -5 |                  |
| Employment Equity Occupational Group  Barrie  1 0 0.0 % 3.0 % 0 0 Barrie  Employment Equity Occupational Group  Calgary  69 2 2.9 % 2.9 % 2 0 Calgary  | Employment Equity Occupational Group  | Alta. less CMAs   | 12  | 0 | 0.0 %  | 7.2 % | 1  | -1 | Alta. less CMAs  |
| Employment Equity Occupational Group  Calgary  69 2 2.9 % 2.9 % 2 0 Calgary  | Employment Equity Occupational Group  | B.C. less CMAs    | 9   | 1 | 11.1 % | 8.5 % | 1  | 0  | B.C. less CMAs   |
|  | Employment Equity Occupational Group  | Barrie            | 1   | 0 | 0.0 %  | 3.0 % | 0  | 0  | Barrie           |
| Employment Equity Occupational Group Edmonton 14 0 0.0 % 4.7 % 1 -1 Edmonton   | Employment Equity Occupational Group  | Calgary           | 69  | 2 | 2.9 %  | 2.9 % | 2  | 0  | Calgary          |
|  | Employment Equity Occupational Group  | Edmonton          | 14  | 0 | 0.0 %  | 4.7 % | 1  | -1 | Edmonton         |



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|                                      |                                     |               |         | Aborig   |        |   |     |                       |
|--------------------------------------|-------------------------------------|---------------|---------|----------|--------|---|-----|-----------------------|
| Employment Equity Occupational Group | Internal Location                   | All Employees | Represe | entation | Availa | - | Gap | Recruitment Area      |
|                                      |                                     | #             | #       | %        | %      | # | #   |                       |
| Employment Equity Occupational Group | Greater Sudbury                     | 1             | 0       | 0.0 %    | 8.8 %  | 0 | 0   | Greater Sudbury       |
| Employment Equity Occupational Group | Halifax                             | 4             | 0       | 0.0 %    | 4.0 %  | 0 | 0   | Halifax               |
| Employment Equity Occupational Group | Hamilton                            | 2             | 0       | 0.0 %    | 1.3 %  | 0 | 0   | Hamilton              |
| Employment Equity Occupational Group | Kelowna                             | 2             | 0       | 0.0 %    | 4.9 %  | 0 | 0   | Kelowna               |
| Employment Equity Occupational Group | Kingston                            | 1             | 0       | 0.0 %    | 3.2 %  | 0 | 0   | Kingston              |
| Employment Equity Occupational Group | Kitchener -<br>Cambridge - Waterloo | 5             | 0       | 0.0 %    | 1.2 %  | 0 | 0   | Kitchener - Cambridge |
| Employment Equity Occupational Group | Lethbridge                          | 1             | 0       | 0.0 %    | 2.5 %  | 0 | 0   | Lethbridge            |
| Employment Equity Occupational Group | Moncton                             | 1             | 0       | 0.0 %    | 1.8 %  | 0 | 0   | Moncton               |
| Employment Equity Occupational Group | Montréal                            | 78            | 0       | 0.0 %    | 0.8 %  | 1 | -1  | Montréal              |
| Employment Equity Occupational Group | N.B. less CMA                       | 2             | 0       | 0.0 %    | 3.3 %  | 0 | 0   | N.B. less CMA         |
| Employment Equity Occupational Group | Ont. less CMAs                      | 7             | 0       | 0.0 %    | 5.7 %  | 0 | 0   | Ont. less CMAs        |
| Employment Equity Occupational Group | Ottawa - Gatineau                   | 35            | 1       | 2.9 %    | 3.4 %  | 1 | 0   | Ottawa - Gatineau     |
| Employment Equity Occupational Group | P.E.I.                              | 1             | 0       | 0.0 %    | 1.1 %  | 0 | 0   | P.E.I.                |
| Employment Equity Occupational Group | Peterborough                        | 1             | 0       | 0.0 %    | 2.6 %  | 0 | 0   | Peterborough          |
| Employment Equity Occupational Group | Que. less CMAs                      | 21            | 1       | 4.8 %    | 3.8 %  | 1 | 0   | Que. less CMAs        |
| Employment Equity Occupational Group | Québec                              | 28            | 1       | 3.6 %    | 1.4 %  | 0 | 1   | Québec                |
| Employment Equity Occupational Group | Regina                              | 3             | 0       | 0.0 %    | 6.6 %  | 0 | 0   | Regina                |
| Employment Equity Occupational Group | Saguenay                            | 5             | 0       | 0.0 %    | 4.1 %  | 0 | 0   | Saguenay              |
| Employment Equity Occupational Group | Saskatoon                           | 1             | 0       | 0.0 %    | 7.1 %  | 0 | 0   | Saskatoon             |
| Employment Equity Occupational Group | Sherbrooke                          | 1             | 0       | 0.0 %    | 0.7 %  | 0 | 0   | Sherbrooke            |
| Employment Equity Occupational Group | St. Catharines -<br>Niagara         | 2             | 0       | 0.0 %    | 1.9 %  | 0 | 0   | St. Catharines -      |
| Employment Equity Occupational Group | Thunder Bay                         | 3             | 0       | 0.0 %    | 9.5 %  | 0 | 0   | Thunder Bay           |
| Employment Equity Occupational Group | Toronto                             | 108           | 0       | 0.0 %    | 0.8 %  | 1 | -1  | Toronto               |
| Employment Equity Occupational Group | Trois-Rivières                      | 2             | 0       | 0.0 %    | 1.2 %  | 0 | 0   | Trois-Rivières        |



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|  |                                     |               | Aboriç  |       |        |   |     |                       |
|--|-------------------------------------|---------------|---------|-------|--------|---|-----|-----------------------|
| Employment Equity Occupational Group             | Internal Location                   | All Employees | Represe |       | Availa | • | Gap | Recruitment Area      |
|  |                                     | #             | #       | %     | %      | # | #   |                       |
| Employment Equity Occupational Group             | Vancouver                           | 16            | 0       | 0.0 % | 2.1 %  | 0 | 0   | Vancouver             |
| Employment Equity Occupational Group             | Victoria                            | 6             | 0       | 0.0 % | 3.5 %  | 0 | 0   | Victoria              |
| Employment Equity Occupational Group             | Windsor                             | 1             | 0       | 0.0 % | 2.6 %  | 0 | 0   | Windsor               |
| Employment Equity Occupational Group             | Winnipeg                            | 6             | 0       | 0.0 % | 9.2 %  | 1 | -1  | Winnipeg              |
| 09 : Skilled Crafts and Trades Workers           |                                     | 7             | 0       | 0.0 % | 7.0 %  | 0 | 0   |                       |
| 9243 : Water and waste treatment plant operators | Ontario                             | 2             | 0       | 0.0 % | 8.0 %  | 0 | 0   | Ontario               |
| 9243 : Water and waste treatment plant operators | Québec                              | 5             | 0       | 0.0 % | 6.7 %  | 0 | 0   | Québec                |
| 10 : Clerical Personnel                          |                                     | 175           | 0       | 0.0 % | 2.3 %  | 4 | -4  |                       |
| Employment Equity Occupational Group             | Alta. less CMAs                     | 6             | 0       | 0.0 % | 9.6 %  | 1 | -1  | Alta. less CMAs       |
| Employment Equity Occupational Group             | B.C. less CMAs                      | 2             | 0       | 0.0 % | 10.7 % | 0 | 0   | B.C. less CMAs        |
| Employment Equity Occupational Group             | Barrie                              | 2             | 0       | 0.0 % | 2.8 %  | 0 | 0   | Barrie                |
| Employment Equity Occupational Group             | Calgary                             | 19            | 0       | 0.0 % | 3.1 %  | 1 | -1  | Calgary               |
| Employment Equity Occupational Group             | Edmonton                            | 9             | 0       | 0.0 % | 5.3 %  | 0 | 0   | Edmonton              |
| Employment Equity Occupational Group             | Halifax                             | 2             | 0       | 0.0 % | 3.9 %  | 0 | 0   | Halifax               |
| Employment Equity Occupational Group             | Kitchener -<br>Cambridge - Waterloo | 1             | 0       | 0.0 % | 2.1 %  | 0 | 0   | Kitchener - Cambridge |
| Employment Equity Occupational Group             | Montréal                            | 48            | 0       | 0.0 % | 1.0 %  | 0 | 0   | Montréal              |
| Employment Equity Occupational Group             | Ottawa - Gatineau                   | 3             | 0       | 0.0 % | 3.5 %  | 0 | 0   | Ottawa - Gatineau     |
| Employment Equity Occupational Group             | Que. less CMAs                      | 2             | 0       | 0.0 % | 4.4 %  | 0 | 0   | Que. less CMAs        |
| Employment Equity Occupational Group             | Québec                              | 28            | 0       | 0.0 % | 1.6 %  | 0 | 0   | Québec                |
| Employment Equity Occupational Group             | Saguenay                            | 4             | 0       | 0.0 % | 3.6 %  | 0 | 0   | Saguenay              |
| Employment Equity Occupational Group             | Saskatoon                           | 1             | 0       | 0.0 % | 8.5 %  | 0 | 0   | Saskatoon             |
| Employment Equity Occupational Group             | Toronto                             | 40            | 0       | 0.0 % | 0.8 %  | 0 | 0   | Toronto               |
| Employment Equity Occupational Group             | Trois-Rivières                      | 1             | 0       | 0.0 % | 1.5 %  | 0 | 0   | Trois-Rivières        |
| Employment Equity Occupational Group             | Vancouver                           | 6             | 0       | 0.0 % | 2.7 %  | 0 | 0   | Vancouver             |
|  |                                     |               |         |       |        |   |     |                       |



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# **Aboriginal Peoples**

| Employment Equity Occupational Group   | Internal Location | All Employees | Repres | entation | Avai   | lability | Gap  | Recruitment Area |
|--|-------------------|---------------|--------|----------|--------|----------|------|------------------|
|  |                   | #             | #      | %        | %      | #        | #    |                  |
| Employment Equity Occupational Group   | Winnipeg          | 1             | 0      | 0.0 %    | 11.4 % | 0        | 0    | Winnipeg         |
| 12 : Semi-Skilled Manual Workers       |                   | 3             | 0      | 0.0 %    | 0.8 %  | 0        | 0    |                  |
| Employment Equity Occupational Group   | Toronto           | 3             | 0      | 0.0 %    | 0.8 %  | 0        | 0    | Toronto          |
| 13 : Other Sales and Service Personnel |                   | 1             | 0      | 0.0 %    | 12.1 % | 0        | 0    |                  |
| Employment Equity Occupational Group   | Winnipeg          | 1             | 0      | 0.0 %    | 12.1 % | 0        | 0    | Winnipeg         |
| 14 : Other Manual Workers              |                   | 2             | 0      | 0.0 %    | 5.0 %  | 0        | 0    |                  |
| Employment Equity Occupational Group   | Calgary           | 2             | 0      | 0.0 %    | 5.0 %  | 0        | 0    | Calgary          |
| Total                                  |                   | 7499          | 62     | 0.8 %    | 2.2 %  | 167      | -105 |                  |

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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|  |                   | Members of Visible Minorities |        |          |        |           |     |                  |
|--|-------------------|-------------------------------|--------|----------|--------|-----------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees                 | Repres | entation | Avai   | ilability | Gap | Recruitment Area |
|  |                   | #                             | #      | %        | %      | #         | #   |                  |
| 01 : Senior Managers   | National          | 36                            | 6      | 16.7 %   | 11.5 % | 4         | 2   | National         |
| 02 : Middle and Other Managers   | National          | 1764                          | 263    | 14.9 %   | 17.6 % | 310       | -47 | National         |
| 03 : Professionals   |                   | 2801                          | 788    | 28.1 %   | 28.3 % | 793       | -5  |                  |
| 1111 : Financial auditors and accountants                                      | National          | 77                            | 21     | 27.3 %   | 32.3 % | 25        | -4  | National         |
| 1112 : Financial and investment analysts                                       | National          | 21                            | 6      | 28.6 %   | 37.8 % | 8         | -2  | National         |
| 1121 : Human resources professionals   | National          | 45                            | 13     | 28.9 %   | 16.7 % | 8         | 5   | National         |
| 1122 : Professional occupations in business management consulting              | National          | 27                            | 11     | 40.7 %   | 26.4 % | 7         | 4   | National         |
| 1123 : Professional occupations in advertising, marketing and public relations | National          | 17                            | 4      | 23.5 %   | 18.8 % | 3         | 1   | National         |
| 2112 : Chemists  | National          | 1                             | 0      | 0.0 %    | 44.1 % | 0         | 0   | National         |
| 2113 : Geoscientists and oceanographers  | National          | 42                            | 4      | 9.5 %    | 13.3 % | 6         | -2  | National         |
| 2114 : Meteorologists and climatologists                                       | National          | 13                            | 3      | 23.1 %   | 13.9 % | 2         | 1   | National         |
| 2115 : Other professional occupations in physical sciences                     | National          | 131                           | 20     | 15.3 %   | 31.3 % | 41        | -21 | National         |
| 2121 : Biologists and related scientists                                       | National          | 84                            | 1      | 1.2 %    | 20.7 % | 17        | -16 | National         |
| 2122 : Forestry professionals  | National          | 2                             | 0      | 0.0 %    | 2.7 %  | 0         | 0   | National         |
| 2131 : Civil engineers   | National          | 1366                          | 431    | 31.6 %   | 30.0 % | 410       | 21  | National         |
| 2132 : Mechanical engineers  | National          | 299                           | 90     | 30.1 %   | 30.7 % | 92        | -2  | National         |
| 2133 : Electrical and electronics engineers                                    | National          | 226                           | 94     | 41.6 %   | 39.6 % | 89        | 5   | National         |
| 2134 : Chemical engineers  | National          | 24                            | 7      | 29.2 %   | 39.0 % | 9         | -2  | National         |
| 2141 : Industrial and manufacturing engineers                                  | National          | 13                            | 3      | 23.1 %   | 33.9 % | 4         | -1  | National         |
| 2142 : Metallurgical and materials engineers                                   | National          | 2                             | 0      | 0.0 %    | 26.6 % | 1         | -1  | National         |
| 2143 : Mining engineers  | National          | 9                             | 1      | 11.1 %   | 22.0 % | 2         | -1  | National         |
| 2144 : Geological engineers  | National          | 2                             | 0      | 0.0 %    | 21.7 % | 0         | 0   | National         |
| 2145 : Petroleum engineers   | National          | 1                             | 0      | 0.0 %    | 33.7 % | 0         | 0   | National         |
| 2147 : Computer engineers (except software engineers and designers)            | National          | 5                             | 2      | 40.0 %   | 42.7 % | 2         | 0   | National         |



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|  | Members of Visible Minorities |               |        |           |        |           |     |                  |
|--|-------------------------------|---------------|--------|-----------|--------|-----------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location             | All Employees | Repres | sentation | Ava    | ilability | Gap | Recruitment Area |
|  |                               | #             | #      | %         | %      | #         | #   |                  |
| 2148 : Other professional engineers, n.e.c.                                    | National                      | 4             | 1      | 25.0 %    | 27.2 % | 1         | 0   | National         |
| 2151 : Architects  | National                      | 1             | 1      | 100.0 %   | 26.4 % | 0         | 1   | National         |
| 2152 : Landscape architects  | National                      | 27            | 7      | 25.9 %    | 10.1 % | 3         | 4   | National         |
| 2153 : Urban and land use planners   | National                      | 111           | 26     | 23.4 %    | 14.1 % | 16        | 10  | National         |
| 2154 : Land surveyors  | National                      | 101           | 7      | 6.9 %     | 9.1 %  | 9         | -2  | National         |
| 2171 : Information systems analysts and consultants                            | National                      | 57            | 22     | 38.6 %    | 38.6 % | 22        | 0   | National         |
| 2172 : Database analysts and data administrators                               | National                      | 2             | 1      | 50.0 %    | 35.5 % | 1         | 0   | National         |
| 2173 : Software engineers and designers  | National                      | 1             | 1      | 100.0 %   | 46.7 % | 0         | 1   | National         |
| 2174 : Computer programmers and interactive media developers                   | National                      | 3             | 0      | 0.0 %     | 34.2 % | 1         | -1  | National         |
| 2175 : Web designers and developers  | National                      | 1             | 1      | 100.0 %   | 27.5 % | 0         | 1   | National         |
| 4112 : Lawyers and Quebec notaries   | National                      | 22            | 2      | 9.1 %     | 14.2 % | 3         | -1  | National         |
| 4162 : Economists and economic policy researchers and analysts                 | National                      | 1             | 1      | 100.0 %   | 30.4 % | 0         | 1   | National         |
| 4163 : Business development officers and marketing researchers and consultants | National                      | 1             | 0      | 0.0 %     | 25.7 % | 0         | 0   | National         |
| 4165 : Health policy researchers, consultants and program officers             | National                      | 1             | 0      | 0.0 %     | 24.5 % | 0         | 0   | National         |
| 5121 : Authors and writers   | National                      | 58            | 7      | 12.1 %    | 12.8 % | 7         | 0   | National         |
| 5125 : Translators, terminologists and interpreters                            | National                      | 3             | 0      | 0.0 %     | 25.8 % | 1         | -1  | National         |
| 04 : Semi-Professionals and Technicians  |                               | 2260          | 458    | 20.3 %    | 18.6 % | 420       | 38  |                  |
| 2212 : Geological and mineral technologists and technicians                    | Alberta                       | 1             | 0      | 0.0 %     | 25.2 % | 0         | 0   | Alberta          |
| 2212 : Geological and mineral technologists and technicians                    | British Columbia              | 6             | 3      | 50.0 %    | 22.9 % | 1         | 2   | British Columbia |
| 2212 : Geological and mineral technologists and technicians                    | Ontario                       | 9             | 2      | 22.2 %    | 11.3 % | 1         | 1   | Ontario          |
| 2212 : Geological and mineral technologists and technicians                    | Québec                        | 9             | 4      | 44.4 %    | 3.4 %  | 0         | 4   | Québec           |
| 2221 : Biological technologists and technicians                                | Alberta                       | 3             | 0      | 0.0 %     | 17.4 % | 1         | -1  | Alberta          |
| 2221 : Biological technologists and technicians                                | British Columbia              | 1             | 0      | 0.0 %     | 24.0 % | 0         | 0   | British Columbia |
| 2221 : Biological technologists and technicians                                | Ontario                       | 3             | 0      | 0.0 %     | 26.7 % | 1         | -1  | Ontario          |
|  |                               |               |        |           |        | ********  |     |                  |



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|---|----------------------|-------------------------------|--------|-----------|--------|----------|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location    | All Employees                 | Repres | sentation | Avai   | lability | Зар | Recruitment Area     |
|   |                      | #                             | #      | %         | %      | #        | #   |                      |
| 2221 : Biological technologists and technicians                               | Québec               | 12                            | 0      | 0.0 %     | 8.4 %  | 1        | -1  | Québec               |
| 2223 : Forestry technologists and technicians                                 | Québec               | 11                            | 0      | 0.0 %     | 0.7 %  | 0        | 0   | Québec               |
| 2225 : Landscape and horticulture technicians and specialists                 | Alberta              | 7                             | 3      | 42.9 %    | 5.5 %  | 0        | 3   | Alberta              |
| 2225 : Landscape and horticulture technicians and specialists                 | British Columbia     | 2                             | 0      | 0.0 %     | 10.1 % | 0        | 0   | British Columbia     |
| 2225 : Landscape and horticulture technicians and specialists                 | Ontario              | 7                             | 2      | 28.6 %    | 8.3 %  | 1        | 1   | Ontario              |
| 2231 : Civil engineering technologists and technicians                        | Alberta              | 105                           | 30     | 28.6 %    | 28.3 % | 30       | 0   | Alberta              |
| 2231 : Civil engineering technologists and technicians                        | British Columbia     | 66                            | 12     | 18.2 %    | 20.2 % | 13       | -1  | British Columbia     |
| 2231 : Civil engineering technologists and technicians                        | Manitoba             | 31                            | 4      | 12.9 %    | 17.3 % | 5        | -1  | Manitoba             |
| 2231 : Civil engineering technologists and technicians                        | New Brunswick        | 7                             | 0      | 0.0 %     | 1.1 %  | 0        | 0   | New Brunswick        |
| 2231 : Civil engineering technologists and technicians                        | Nova Scotia          | 9                             | 0      | 0.0 %     | 6.2 %  | 1        | -1  | Nova Scotia          |
| 2231 : Civil engineering technologists and technicians                        | Ontario              | 264                           | 68     | 25.8 %    | 23.7 % | 63       | 5   | Ontario              |
| 2231 : Civil engineering technologists and technicians                        | Prince Edward Island | 3                             | 0      | 0.0 %     | 18.2 % | 1        | -1  | Prince Edward Island |
| 2231 : Civil engineering technologists and technicians                        | Québec               | 295                           | 26     | 8.8 %     | 8.1 %  | 24       | 2   | Québec               |
| 2231 : Civil engineering technologists and technicians                        | Saskatchewan         | 14                            | 1      | 7.1 %     | 17.9 % | 3        | -2  | Saskatchewan         |
| 2232 : Mechanical engineering technologists and technicians                   | Alberta              | 59                            | 16     | 27.1 %    | 24.6 % | 15       | 1   | Alberta              |
| 2232 : Mechanical engineering technologists and technicians                   | British Columbia     | 18                            | 3      | 16.7 %    | 22.1 % | 4        | -1  | British Columbia     |
| 2232 : Mechanical engineering technologists and technicians                   | New Brunswick        | 1                             | 0      | 0.0 %     | 0.0 %  | 0        | 0   | New Brunswick        |
| 2232 : Mechanical engineering technologists and technicians                   | Ontario              | 38                            | 9      | 23.7 %    | 26.2 % | 10       | -1  | Ontario              |
| 2232 : Mechanical engineering technologists and technicians                   | Québec               | 58                            | 6      | 10.3 %    | 9.0 %  | 5        | 1   | Québec               |
| 2232 : Mechanical engineering technologists and technicians                   | Saskatchewan         | 5                             | 0      | 0.0 %     | 14.1 % | 1        | -1  | Saskatchewan         |
| 2233 : Industrial engineering and manufacturing technologists and technicians | Ontario              | 3                             | 1      | 33.3 %    | 37.0 % | 1        | 0   | Ontario              |
| 2233 : Industrial engineering and manufacturing technologists and technicians | Québec               | 9                             | 0      | 0.0 %     | 11.4 % | 1        | -1  | Québec               |
| 2234 : Construction estimators  | Alberta              | 6                             | 1      | 16.7 %    | 23.6 % | 1        | 0   | Alberta              |
| 2234 : Construction estimators  | Québec               | 5                             | 1      | 20.0 %    | 8.0 %  | 0        | 1   | Québec               |



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| Employment Equity Occupational Group  | Internal Location    | All Employees |    | Members o | Recruitment Area |              |          |                      |
|---|----------------------|---------------|----|-----------|------------------|--------------|----------|----------------------|
| Employment Equity Occupational Group  | iliterilai Location  | #             | #  | %         | %                | ability<br># | Gap<br># | Recruitment Area     |
| 2241 : Electrical and electronics engineering technologists and technicians | Alberta              | 42            | 16 | 38.1 %    | 27.1 %           | 11           | 5        | Alberta              |
| 2241 : Electrical and electronics engineering technologists and technicians | British Columbia     | 10            | 2  | 20.0 %    | 32.3 %           | 3            | -1       | British Columbia     |
| 2241 : Electrical and electronics engineering technologists and technicians | Manitoba             | 2             | 2  | 100.0 %   | 21.8 %           | 0            | 2        | Manitoba             |
| 2241 : Electrical and electronics engineering technologists and technicians | Nova Scotia          | 1             | 1  | 100.0 %   | 2.4 %            | 0            | 1        | Nova Scotia          |
| 2241 : Electrical and electronics engineering technologists and technicians | Ontario              | 45            | 14 | 31.1 %    | 30.6 %           | 14           | 0        | Ontario              |
| 2241 : Electrical and electronics engineering technologists and technicians | Prince Edward Island | 1             | 0  | 0.0 %     | 0.0 %            | 0            | 0        | Prince Edward Island |
| 2241 : Electrical and electronics engineering technologists and technicians | Québec               | 53            | 3  | 5.7 %     | 11.4 %           | 6            | -3       | Québec               |
| 2241 : Electrical and electronics engineering technologists and technicians | Saskatchewan         | 3             | 1  | 33.3 %    | 12.4 %           | 0            | 1        | Saskatchewan         |
| 2243 : Industrial instrument technicians and mechanics                      | Alberta              | 10            | 3  | 30.0 %    | 13.8 %           | 1            | 2        | Alberta              |
| 2243 : Industrial instrument technicians and mechanics                      | British Columbia     | 3             | 1  | 33.3 %    | 11.6 %           | 0            | 1        | British Columbia     |
| 2243 : Industrial instrument technicians and mechanics                      | Ontario              | 4             | 1  | 25.0 %    | 17.7 %           | 1            | 0        | Ontario              |
| 2243 : Industrial instrument technicians and mechanics                      | Québec               | 22            | 0  | 0.0 %     | 3.9 %            | 1            | -1       | Québec               |
| 2243 : Industrial instrument technicians and mechanics                      | Saskatchewan         | 1             | 0  | 0.0 %     | 1.7 %            | 0            | 0        | Saskatchewan         |
| 2251 : Architectural technologists and technicians                          | Alberta              | 1             | 0  | 0.0 %     | 27.3 %           | 0            | 0        | Alberta              |
| 2251 : Architectural technologists and technicians                          | British Columbia     | 2             | 1  | 50.0 %    | 35.9 %           | 1            | 0        | British Columbia     |
| 2251 : Architectural technologists and technicians                          | Manitoba             | 3             | 0  | 0.0 %     | 15.2 %           | 0            | 0        | Manitoba             |
| 2251 : Architectural technologists and technicians                          | Nova Scotia          | 1             | 0  | 0.0 %     | 23.5 %           | 0            | 0        | Nova Scotia          |
| 2251 : Architectural technologists and technicians                          | Ontario              | 11            | 3  | 27.3 %    | 29.8 %           | 3            | 0        | Ontario              |
| 2251 : Architectural technologists and technicians                          | Québec               | 5             | 0  | 0.0 %     | 10.0 %           | 1            | -1       | Québec               |
| 2251 : Architectural technologists and technicians                          | Saskatchewan         | 1             | 0  | 0.0 %     | 3.4 %            | 0            | 0        | Saskatchewan         |
| 2253 : Drafting technologists and technicians                               | Alberta              | 36            | 12 | 33.3 %    | 36.0 %           | 13           | -1       | Alberta              |
| 2253 : Drafting technologists and technicians                               | British Columbia     | 28            | 11 | 39.3 %    | 38.9 %           | 11           | 0        | British Columbia     |
| 2253 : Drafting technologists and technicians                               | Manitoba             | 7             | 4  | 57.1 %    | 25.2 %           | 2            | 2        | Manitoba             |
| 2253 : Drafting technologists and technicians                               | Nova Scotia          | 1             | 0  | 0.0 %     | 5.8 %            | 0            | 0        | Nova Scotia          |



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|   |                   |               | Members o |           |        |         |     |                  |
|---|-------------------|---------------|-----------|-----------|--------|---------|-----|------------------|
| Employment Equity Occupational Group                      | Internal Location | All Employees | •         | sentation |        | ability | Gap | Recruitment Area |
|   |                   | #             | #         | %         | %      | #       | #   |                  |
| 2253 : Drafting technologists and technicians             | Ontario           | 122           | 44        | 36.1 %    | 33.4 % | 41      | 3   | Ontario          |
| 2253 : Drafting technologists and technicians             | Québec            | 79            | 10        | 12.7 %    | 9.5 %  | 8       | 2   | Québec           |
| 2253 : Drafting technologists and technicians             | Saskatchewan      | 8             | 1         | 12.5 %    | 15.1 % | 1       | 0   | Saskatchewan     |
| 2254 : Land survey technologists and technicians          | Alberta           | 126           | 14        | 11.1 %    | 18.1 % | 23      | -9  | Alberta          |
| 2254 : Land survey technologists and technicians          | British Columbia  | 57            | 6         | 10.5 %    | 16.0 % | 9       | -3  | British Columbia |
| 2254 : Land survey technologists and technicians          | Manitoba          | 2             | 1         | 50.0 %    | 5.6 %  | 0       | 1   | Manitoba         |
| 2254 : Land survey technologists and technicians          | New Brunswick     | 7             | 0         | 0.0 %     | 10.5 % | 1       | -1  | New Brunswick    |
| 2254 : Land survey technologists and technicians          | Nova Scotia       | 4             | 0         | 0.0 %     | 0.0 %  | 0       | 0   | Nova Scotia      |
| 2254 : Land survey technologists and technicians          | Ontario           | 22            | 4         | 18.2 %    | 20.2 % | 4       | 0   | Ontario          |
| 2254 : Land survey technologists and technicians          | Québec            | 38            | 0         | 0.0 %     | 2.9 %  | 1       | -1  | Québec           |
| 2254 : Land survey technologists and technicians          | Saskatchewan      | 12            | 0         | 0.0 %     | 6.9 %  | 1       | -1  | Saskatchewan     |
| 2255 : Technical occupations in geomatics and meteorology | Alberta           | 43            | 5         | 11.6 %    | 22.9 % | 10      | -5  | Alberta          |
| 2255 : Technical occupations in geomatics and meteorology | British Columbia  | 18            | 2         | 11.1 %    | 14.3 % | 3       | -1  | British Columbia |
| 2255 : Technical occupations in geomatics and meteorology | Manitoba          | 1             | 1         | 100.0 %   | 5.1 %  | 0       | 1   | Manitoba         |
| 2255 : Technical occupations in geomatics and meteorology | New Brunswick     | 2             | 0         | 0.0 %     | 0.0 %  | 0       | 0   | New Brunswick    |
| 2255 : Technical occupations in geomatics and meteorology | Nova Scotia       | 4             | 0         | 0.0 %     | 3.2 %  | 0       | 0   | Nova Scotia      |
| 2255 : Technical occupations in geomatics and meteorology | Ontario           | 18            | 2         | 11.1 %    | 19.1 % | 3       | -1  | Ontario          |
| 2255 : Technical occupations in geomatics and meteorology | Québec            | 17            | 1         | 5.9 %     | 4.2 %  | 1       | 0   | Québec           |
| 2255 : Technical occupations in geomatics and meteorology | Saskatchewan      | 3             | 0         | 0.0 %     | 9.3 %  | 0       | 0   | Saskatchewan     |
| 2262 : Engineering inspectors and regulatory officers     | Alberta           | 30            | 10        | 33.3 %    | 19.8 % | 6       | 4   | Alberta          |
| 2262 : Engineering inspectors and regulatory officers     | British Columbia  | 18            | 5         | 27.8 %    | 21.3 % | 4       | 1   | British Columbia |
| 2262 : Engineering inspectors and regulatory officers     | Manitoba          | 6             | 1         | 16.7 %    | 8.1 %  | 0       | 1   | Manitoba         |
| 2262 : Engineering inspectors and regulatory officers     | New Brunswick     | 1             | 0         | 0.0 %     | 8.0 %  | 0       | 0   | New Brunswick    |
| 2262 : Engineering inspectors and regulatory officers     | Nova Scotia       | 4             | 0         | 0.0 %     | 0.0 %  | 0       | 0   | Nova Scotia      |



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|--|-------------------|-------------------------------|----|-----------|--------|----------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees                 | •  | sentation |        | lability | Gap | Recruitment Area |
|  |                   | #                             | #  | %         | %      | #        | #   |                  |
| 2262 : Engineering inspectors and regulatory officers                                  | Ontario           | 207                           | 76 | 36.7 %    | 21.3 % | 44       | 32  | Ontario          |
| 2262 : Engineering inspectors and regulatory officers                                  | Québec            | 13                            | 2  | 15.4 %    | 14.5 % | 2        | 0   | Québec           |
| 2262 : Engineering inspectors and regulatory officers                                  | Saskatchewan      | 2                             | 0  | 0.0 %     | 8.3 %  | 0        | 0   | Saskatchewan     |
| 2263: Inspectors in public and environmental health and occupational health and safety | Alberta           | 6                             | 0  | 0.0 %     | 10.7 % | 1        | -1  | Alberta          |
| 2263: Inspectors in public and environmental health and occupational health and safety | British Columbia  | 1                             | 0  | 0.0 %     | 15.7 % | 0        | 0   | British Columbia |
| 2263: Inspectors in public and environmental health and occupational health and safety | New Brunswick     | 1                             | 0  | 0.0 %     | 2.1 %  | 0        | 0   | New Brunswick    |
| 2263: Inspectors in public and environmental health and occupational health and safety | Ontario           | 5                             | 1  | 20.0 %    | 18.0 % | 1        | 0   | Ontario          |
| 2263: Inspectors in public and environmental health and occupational health and safety | Québec            | 6                             | 0  | 0.0 %     | 7.6 %  | 0        | 0   | Québec           |
| 2264 : Construction inspectors   | British Columbia  | 2                             | 1  | 50.0 %    | 12.6 % | 0        | 1   | British Columbia |
| 2264 : Construction inspectors   | Ontario           | 1                             | 0  | 0.0 %     | 18.9 % | 0        | 0   | Ontario          |
| 2281 : Computer network technicians  | Ontario           | 2                             | 2  | 100.0 %   | 38.7 % | 1        | 1   | Ontario          |
| 2281 : Computer network technicians  | Québec            | 1                             | 0  | 0.0 %     | 16.5 % | 0        | 0   | Québec           |
| 5241 : Graphic designers and illustrators  | Manitoba          | 2                             | 0  | 0.0 %     | 15.9 % | 0        | 0   | Manitoba         |
| 5241 : Graphic designers and illustrators  | Ontario           | 3                             | 2  | 66.7 %    | 28.6 % | 1        | 1   | Ontario          |
| 5241 : Graphic designers and illustrators  | Québec            | 4                             | 0  | 0.0 %     | 11.9 % | 0        | 0   | Québec           |
| 5242 : Interior designers and interior decorators                                      | Ontario           | 2                             | 0  | 0.0 %     | 21.6 % | 0        | 0   | Ontario          |
| 05 : Supervisors   |                   | 1                             | 1  | 100.0 %   | 36.7 % | 0        | 1   |                  |
| Employment Equity Occupational Group   | Calgary           | 1                             | 1  | 100.0 %   | 36.7 % | 0        | 1   | Calgary          |
| 07 : Administrative and Senior Clerical Personnel                                      |                   | 449                           | 97 | 21.6 %    | 19.8 % | 89       | 8   |                  |
| Employment Equity Occupational Group   | Alta. less CMAs   | 12                            | 1  | 8.3 %     | 3.9 %  | 0        | 1   | Alta. less CMAs  |
| Employment Equity Occupational Group   | B.C. less CMAs    | 9                             | 0  | 0.0 %     | 3.5 %  | 0        | 0   | B.C. less CMAs   |
| Employment Equity Occupational Group   | Barrie            | 1                             | 0  | 0.0 %     | 4.7 %  | 0        | 0   | Barrie           |
| Employment Equity Occupational Group   | Calgary           | 69                            | 23 | 33.3 %    | 20.6 % | 14       | 9   | Calgary          |
| Employment Equity Occupational Group   | Edmonton          | 14                            | 3  | 21.4 %    | 16.9 % | 2        | 1   | Edmonton         |



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|--------------------------------------|------------------------------------|---------------|--------|----------|--------|---------|-----|-----------------------|
| Employment Equity Occupational Group | Internal Location                  | All Employees | Repres | entation | Avail  | ability | Gap | Recruitment Area      |
|                                      |                                    | #             | #      | %        | %      | #       | #   |                       |
| Employment Equity Occupational Group | Greater Sudbury                    | 1             | 0      | 0.0 %    | 2.1 %  | 0       | 0   | Greater Sudbury       |
| Employment Equity Occupational Group | Halifax                            | 4             | 0      | 0.0 %    | 6.7 %  | 0       | 0   | Halifax               |
| Employment Equity Occupational Group | Hamilton                           | 2             | 0      | 0.0 %    | 11.3 % | 0       | 0   | Hamilton              |
| Employment Equity Occupational Group | Kelowna                            | 2             | 0      | 0.0 %    | 3.7 %  | 0       | 0   | Kelowna               |
| Employment Equity Occupational Group | Kingston                           | 1             | 0      | 0.0 %    | 5.4 %  | 0       | 0   | Kingston              |
| Employment Equity Occupational Group | Kitchener -                        | 5             | 1      | 20.0 %   | 10.9 % | 1       | 0   | Kitchener - Cambridge |
| Employment Equity Occupational Group | Cambridge - Waterloo<br>Lethbridge | 1             | 0      | 0.0 %    | 5.2 %  | 0       | 0   | Lethbridge            |
| Employment Equity Occupational Group | Moncton                            | 1             | 0      | 0.0 %    | 2.4 %  | 0       | 0   | Moncton               |
| Employment Equity Occupational Group | Montréal                           | 78            | 15     | 19.2 %   | 14.6 % | 11      | 4   | Montréal              |
| Employment Equity Occupational Group | N.B. less CMA                      | 2             | 0      | 0.0 %    | 1.2 %  | 0       | 0   | N.B. less CMA         |
| Employment Equity Occupational Group | Ont. less CMAs                     | 7             | 0      | 0.0 %    | 1.9 %  | 0       | 0   | Ont. less CMAs        |
| Employment Equity Occupational Group | Ottawa - Gatineau                  | 35            | 4      | 11.4 %   | 14.1 % | 5       | -1  | Ottawa - Gatineau     |
| Employment Equity Occupational Group | P.E.I.                             | 1             | 0      | 0.0 %    | 3.6 %  | 0       | 0   | P.E.I.                |
| Employment Equity Occupational Group | Peterborough                       | 1             | 0      | 0.0 %    | 2.8 %  | 0       | 0   | Peterborough          |
| Employment Equity Occupational Group | Que. less CMAs                     | 21            | 0      | 0.0 %    | 0.8 %  | 0       | 0   | Que. less CMAs        |
| Employment Equity Occupational Group | Québec                             | 28            | 2      | 7.1 %    | 3.3 %  | 1       | 1   | Québec                |
| Employment Equity Occupational Group | Regina                             | 3             | 1      | 33.3 %   | 9.5 %  | 0       | 1   | Regina                |
| Employment Equity Occupational Group | Saguenay                           | 5             | 0      | 0.0 %    | 0.8 %  | 0       | 0   | Saguenay              |
| Employment Equity Occupational Group | Saskatoon                          | 1             | 0      | 0.0 %    | 8.2 %  | 0       | 0   | Saskatoon             |
| Employment Equity Occupational Group | Sherbrooke                         | 1             | 0      | 0.0 %    | 2.5 %  | 0       | 0   | Sherbrooke            |
| Employment Equity Occupational Group | St. Catharines -<br>Niagara        | 2             | 0      | 0.0 %    | 5.5 %  | 0       | 0   | St. Catharines -      |
| Employment Equity Occupational Group | Thunder Bay                        | 3             | 0      | 0.0 %    | 2.0 %  | 0       | 0   | Thunder Bay           |
| Employment Equity Occupational Group | Toronto                            | 108           | 41     | 38.0 %   | 40.6 % | 44      | -3  | Toronto               |
| Employment Equity Occupational Group | Trois-Rivières                     | 2             | 1      | 50.0 %   | 1.4 %  | 0       | 1   | Trois-Rivières        |



# **Workforce Analysis - Detailed Report**

Date: 2019-12-19

| Members of Visible Minorities |   |   |  |   |   |                   |                       |
|-------------------------------|---|---|--|---|---|-------------------|-----------------------|
| Internal Location             | All Employees   | •   |  |   | •   | -                 | Recruitment Area      |
|                               | #   | #   | 76   | %   | #   | #                 |                       |
| Vancouver                     | 16  | 4   | 25.0 %   | 39.9 %  | 6   | -2                | Vancouver             |
| Victoria                      | 6   | 0   | 0.0 %  | 9.7 %   | 1   | -1                | Victoria              |
| Windsor                       | 1   | 0   | 0.0 %  | 10.5 %  | 0   | 0                 | Windsor               |
| Winnipeg                      | 6   | 1   | 16.7 %   | 15.9 %  | 1   | 0                 | Winnipeg              |
|                               | 7   | 2   | 28.6 %   | 7.8 %   | 1   | 1                 |                       |
| Ontario                       | 2   | 0   | 0.0 %  | 8.9 %   | 0   | 0                 | Ontario               |
| Québec                        | 5   | 2   | 40.0 %   | 7.3 %   | 0   | 2                 | Québec                |
|                               | 175   | 30  | 17.1 %   | 25.2 %  | 44  | -14               |                       |
| Alta. less CMAs               | 6   | 0   | 0.0 %  | 4.9 %   | 0   | 0                 | Alta. less CMAs       |
| B.C. less CMAs                | 2   | 0   | 0.0 %  | 4.2 %   | 0   | 0                 | B.C. less CMAs        |
| Barrie                        | 2   | 0   | 0.0 %  | 6.5 %   | 0   | 0                 | Barrie                |
| Calgary                       | 19  | 4   | 21.1 %   | 30.6 %  | 6   | -2                | Calgary               |
| Edmonton                      | 9   | 1   | 11.1 %   | 21.5 %  | 2   | -1                | Edmonton              |
| Halifax                       | 2   | 0   | 0.0 %  | 8.1 %   | 0   | 0                 | Halifax               |
| Kitchener -                   | 1   | 0   | 0.0 %  | 13.4 %  | 0   | 0                 | Kitchener - Cambridge |
| Montréal                      | 48  | 6   | 12.5 %   | 20.4 %  | 10  | -4                | Montréal              |
| Ottawa - Gatineau             | 3   | 0   | 0.0 %  | 18.2 %  | 1   | -1                | Ottawa - Gatineau     |
| Que. less CMAs                | 2   | 0   | 0.0 %  | 1.0 %   | 0   | 0                 | Que. less CMAs        |
| Québec                        | 28  | 0   | 0.0 %  | 4.1 %   | 1   | -1                | Québec                |
| Saguenay                      | 4   | 0   | 0.0 %  | 1.6 %   | 0   | 0                 | Saguenay              |
| Saskatoon                     | 1   | 0   | 0.0 %  | 11.9 %  | 0   | 0                 | Saskatoon             |
| Toronto                       | 40  | 17  | 42.5 %   | 52.2 %  | 21  | -4                | Toronto               |
| Trois-Rivières                | 1   | 0   | 0.0 %  | 3.1 %   | 0   | 0                 | Trois-Rivières        |
| Vancouver                     | 6   | 2   | 33.3 %   | 46.7 %  | 3   | -1                | Vancouver             |
|                               | Vancouver Victoria Windsor Winnipeg  Ontario Québec  Alta. less CMAs B.C. less CMAs Barrie Calgary Edmonton Halifax Kitchener - Cambridge - Waterloo Montréal Ottawa - Gatineau Que. less CMAs Québec Saguenay Saskatoon Toronto Trois-Rivières | Vancouver       16         Victoria       6         Windsor       1         Winnipeg       6         7       7         Ontario       2         Québec       5         175         Alta. less CMAs       6         B.C. less CMAs       2         Barrie       2         Calgary       19         Edmonton       9         Halifax       2         Kitchener - Cambridge - Waterloo       1         Montréal       48         Ottawa - Gatineau       3         Québec       28         Saguenay       4         Saskatoon       1         Toronto       40         Trois-Rivières       1 | Internal Location         All Employees         Represe           Wancouver         16         4           Victoria         6         0           Windsor         1         0           Winnipeg         6         1           Québec         5         2           Québec         5         2           Alta. less CMAs         6         0           B.C. less CMAs         2         0           Barrie         2         0           Calgary         19         4           Edmonton         9         1           Halifax         2         0           Kitchener - Cambridge - Waterloo         1         0           Montréal         48         6           Ottawa - Gatineau         3         0           Que. less CMAs         2         0           Saguenay         4         0           Saskatoon         1         0           Toronto         40         17           Trois-Rivières         1         0 | Internal Location         All Employees         Representation           Wancouver         16         4         25.0 %           Victoria         6         0         0.0 %           Windsor         1         0         0.0 %           Winnipeg         6         1         16.7 %           Totario         2         0         0.0 %           Québec         5         2         40.0 %           Alta. less CMAs         6         0         0.0 %           B.C. less CMAs         2         0         0.0 %           Barrie         2         0         0.0 %           Calgary         19         4         21.1 %           Edmonton         9         1         11.1 %           Halifax         2         0         0.0 %           Kitchener - Cambridge - Waterloo         1         0         0.0 %           Montréal         48         6         12.5 %           Ottawa - Gatineau         3         0         0.0 %           Saguenay         4         0         0.0 %           Saguenay         4         0         0.0 %           Saskatoon         1         0 | Internal Location         All Employees #         Representation #         Available with %           Vancouver         16         4         25.0 %         39.9 %           Victoria         6         0         0.0 %         9.7 %           Windsor         1         0         0.0 %         10.5 %           Winnipeg         6         1         16.7 %         15.9 %           Ontario         2         0         0.0 %         8.9 %           Québec         5         2         40.0 %         7.3 %           Alta. less CMAs         6         0         0.0 %         4.9 %           B.C. less CMAs         2         0         0.0 %         4.2 %           Barrie         2         0         0.0 %         4.2 %           Calgary         19         4         21.1 %         30.6 %           Edmonton         9         1         11.1 %         21.5 %           Halifax         2         0         0.0 %         8.1 %           Kitchener - Cambridge - Waterloo         1         0         0.0 %         13.4 %           Ottawa - Gatineau         3         0         0.0 %         18.2 %           Québec <td>  Internal Location</td> <td>  Internal Location</td> | Internal Location | Internal Location     |



# **Workforce Analysis - Detailed Report**

Date: 2019-12-19

#### **Members of Visible Minorities**

| Members of Visible Minorities          |                   |               |        |          |        |            |     |                  |
|--|-------------------|---------------|--------|----------|--------|------------|-----|------------------|
| Employment Equity Occupational Group   | Internal Location | All Employees | Repres | entation | Ava    | ailability | Gap | Recruitment Area |
|  |                   | #             | #      | %        | %      | #          | #   |                  |
| Employment Equity Occupational Group   | Winnipeg          | 1             | 0      | 0.0 %    | 23.3 % | 0          | 0   | Winnipeg         |
| 12 : Semi-Skilled Manual Workers       |                   | 3             | 0      | 0.0 %    | 62.9 % | 2          | -2  |                  |
| Employment Equity Occupational Group   | Toronto           | 3             | 0      | 0.0 %    | 62.9 % | 2          | -2  | Toronto          |
| 13 : Other Sales and Service Personnel |                   | 1             | 0      | 0.0 %    | 39.4 % | 0          | 0   |                  |
| Employment Equity Occupational Group   | Winnipeg          | 1             | 0      | 0.0 %    | 39.4 % | 0          | 0   | Winnipeg         |
| 14 : Other Manual Workers              |                   | 2             | 0      | 0.0 %    | 31.2 % | 1          | -1  |                  |
| Employment Equity Occupational Group   | Calgary           | 2             | 0      | 0.0 %    | 31.2 % | 1          | -1  | Calgary          |
| Total                                  |                   | 7499          | 1645   | 21.9 %   | 22.2 % | 1664       | -19 |                  |

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



# **Workforce Analysis - Detailed Report**

Date: 2019-12-19

#### **Persons with Disabilities**

|   |                   | Persons with Disabilities |         |          |        |           |      |                  |  |
|---|-------------------|---------------------------|---------|----------|--------|-----------|------|------------------|--|
| Employment Equity Occupational Group              | Internal Location | All Employees             | Represe | entation | Ava    | ilability | Gap  | Recruitment Area |  |
|   |                   | #                         | #       | %        | %      | #         | #    |                  |  |
| 01/02 : Managers                                  | National          | 1800                      | 8       | 0.4 %    | 5.0 %  | 90        | -82  | National         |  |
| 03 : Professionals                                | National          | 2801                      | 26      | 0.9 %    | 8.9 %  | 249       | -223 | National         |  |
| 04 : Semi-Professionals and Technicians           | National          | 2260                      | 24      | 1.1 %    | 7.6 %  | 172       | -148 | National         |  |
| 05 : Supervisors                                  | National          | 1                         | 0       | 0.0 %    | 27.5 % | 0         | 0    | National         |  |
| 07 : Administrative and Senior Clerical Personnel | National          | 449                       | 5       | 1.1 %    | 10.0 % | 45        | -40  | National         |  |
| 09 : Skilled Crafts and Trades Workers            | National          | 7                         | 0       | 0.0 %    | 7.8 %  | 1         | -1   | National         |  |
| 10 : Clerical Personnel                           | National          | 175                       | 1       | 0.6 %    | 9.3 %  | 16        | -15  | National         |  |
| 12 : Semi-Skilled Manual Workers                  | National          | 3                         | 0       | 0.0 %    | 10.3 % | 0         | 0    | National         |  |
| 13 : Other Sales and Service Personnel            | National          | 1                         | 0       | 0.0 %    | 10.7 % | 0         | 0    | National         |  |
| 14 : Other Manual Workers                         | National          | 2                         | 0       | 0.0 %    | 6.8 %  | 0         | 0    | National         |  |
| Total   |                   | 7499                      | 64      | 0.8 %    | 7.6 %  | 573       | -509 |                  |  |

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: 2019-12-19

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

02 : Middle and Other Managers > Reviewed at NOC level as 90% of WSP staff at the managerial level are categorized as either NOC 0211 or NOC 0711

#### 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              |
| 09 : Skilled Crafts and Trades Workers            | NOC                 | Provincial       |
| 10 : Clerical Personnel                           | EEOG                | CMA              |
| 12 : Semi-Skilled Manual Workers                  | EEOG                | CMA              |
| 13 : Other Sales and Service Personnel            | EEOG                | CMA              |
| 14 : Other Manual Workers                         | EEOG                | CMA              |



# **Workforce Analysis - Detailed Report**

Date: 2019-12-19

#### 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         |
| 09 : Skilled Crafts and Trades Workers            | EEOG                | National         |
| 10 : Clerical Personnel                           | EEOG                | National         |
| 12 : Semi-Skilled Manual Workers                  | EEOG                | National         |
| 13 : Other Sales and Service Personnel            | EEOG                | National         |
| 14 : Other Manual Workers                         | EEOG                | National         |



# **Workforce Analysis - Summary Report**

Date: 2019-12-19

#### Women

|   | Women         |        |           |        |            |      |
|---|---------------|--------|-----------|--------|------------|------|
| Employment Equity Occupational Group              | All Employees | Repres | sentation | Ava    | ailability | Gap  |
|   | #             | #      | %         | %      | #          | #    |
| 01 : Senior Managers                              | 36            | 8      | 22.2 %    | 27.6 % | 10         | -2   |
| 02 : Middle and Other Managers                    | 1764          | 405    | 23.0 %    | 39.4 % | 695        | -290 |
| 03 : Professionals                                | 2801          | 926    | 33.1 %    | 22.8 % | 639        | 287  |
| 04 : Semi-Professionals and Technicians           | 2260          | 529    | 23.4 %    | 19.5 % | 441        | 88   |
| 05 : Supervisors                                  | 1             | 1      | 100.0 %   | 53.8 % | 1          | 0    |
| 07 : Administrative and Senior Clerical Personnel | 449           | 399    | 88.9 %    | 81.2 % | 365        | 34   |
| 09 : Skilled Crafts and Trades Workers            | 7             | 0      | 0.0 %     | 13.5 % | 1          | -1   |
| 10 : Clerical Personnel                           | 175           | 136    | 77.7 %    | 65.1 % | 114        | 22   |
| 12 : Semi-Skilled Manual Workers                  | 3             | 1      | 33.3 %    | 20.1 % | 1          | 0    |
| 13 : Other Sales and Service Personnel            | 1             | 0      | 0.0 %     | 54.0 % | 1          | -1   |
| 14 : Other Manual Workers                         | 2             | 2      | 100.0 %   | 17.6 % | 0          | 2    |
| Total   | 7499          | 2407   | 32.1 %    | 30.2 % | 2268       | 139  |



# **Workforce Analysis - Summary Report**

Date: 2019-12-19

# **Aboriginal Peoples**

|   | Aboriginal Peoples |        |          |        |          |      |
|---|--------------------|--------|----------|--------|----------|------|
| Employment Equity Occupational Group              | All Employees      | Repres | entation | Avai   | lability | Gap  |
|   | #                  | #      | %        | %      | #        | #    |
| 01 : Senior Managers                              | 36                 | 0      | 0.0 %    | 3.2 %  | 1        | -1   |
| 02 : Middle and Other Managers                    | 1764               | 7      | 0.4 %    | 2.7 %  | 48       | -41  |
| 03 : Professionals                                | 2801               | 25     | 0.9 %    | 1.5 %  | 42       | -17  |
| 04 : Semi-Professionals and Technicians           | 2260               | 24     | 1.1 %    | 2.7 %  | 61       | -37  |
| 05 : Supervisors                                  | 1                  | 0      | 0.0 %    | 3.1 %  | 0        | 0    |
| 07 : Administrative and Senior Clerical Personnel | 449                | 6      | 1.3 %    | 2.5 %  | 11       | -5   |
| 09 : Skilled Crafts and Trades Workers            | 7                  | 0      | 0.0 %    | 7.0 %  | 0        | 0    |
| 10 : Clerical Personnel                           | 175                | 0      | 0.0 %    | 2.3 %  | 4        | -4   |
| 12 : Semi-Skilled Manual Workers                  | 3                  | 0      | 0.0 %    | 0.8 %  | 0        | 0    |
| 13 : Other Sales and Service Personnel            | 1                  | 0      | 0.0 %    | 12.1 % | 0        | 0    |
| 14 : Other Manual Workers                         | 2                  | 0      | 0.0 %    | 5.0 %  | 0        | 0    |
| Total   | 7499               | 62     | 0.8 %    | 2.2 %  | 167      | -105 |
| IUIAI   | 7499               | 62     | 0.8 %    | 2.2 %  | 10/      | -105 |



# **Workforce Analysis - Summary Report**

Date: 2019-12-19

#### **Members of Visible Minorities**

|   | Members of Visible Minorities |        |           |        |           |     |
|---|-------------------------------|--------|-----------|--------|-----------|-----|
| Employment Equity Occupational Group              | All Employees                 | Repres | sentation | Ava    | ilability | Gap |
|   | #                             | #      | %         | %      | #         | #   |
| 01 : Senior Managers                              | 36                            | 6      | 16.7 %    | 11.5 % | 4         | 2   |
| 02 : Middle and Other Managers                    | 1764                          | 263    | 14.9 %    | 17.6 % | 310       | -47 |
| 03 : Professionals                                | 2801                          | 788    | 28.1 %    | 28.3 % | 793       | -5  |
| 04 : Semi-Professionals and Technicians           | 2260                          | 458    | 20.3 %    | 18.6 % | 420       | 38  |
| 05 : Supervisors                                  | 1                             | 1      | 100.0 %   | 36.7 % | 0         | 1   |
| 07 : Administrative and Senior Clerical Personnel | 449                           | 97     | 21.6 %    | 19.8 % | 89        | 8   |
| 09 : Skilled Crafts and Trades Workers            | 7                             | 2      | 28.6 %    | 7.8 %  | 1         | 1   |
| 10 : Clerical Personnel                           | 175                           | 30     | 17.1 %    | 25.2 % | 44        | -14 |
| 12 : Semi-Skilled Manual Workers                  | 3                             | 0      | 0.0 %     | 62.9 % | 2         | -2  |
| 13 : Other Sales and Service Personnel            | 1                             | 0      | 0.0 %     | 39.4 % | 0         | 0   |
| 14 : Other Manual Workers                         | 2                             | 0      | 0.0 %     | 31.2 % | 1         | -1  |
| Total   | 7499                          | 1645   | 21.9 %    | 22.2 % | 1664      | -19 |



# **Workforce Analysis - Summary Report**

Date: 2019-12-19

#### **Persons with Disabilities**

|   | Persons with Disabilities    |    |       |                  |     |      |
|---|------------------------------|----|-------|------------------|-----|------|
| Employment Equity Occupational Group              | All Employees Representation |    |       | Availability Gap |     |      |
|   | #                            | #  | %     | %                | #   | #    |
| 01/02 : Managers                                  | 1800                         | 8  | 0.4 % | 5.0 %            | 90  | -82  |
| 03 : Professionals                                | 2801                         | 26 | 0.9 % | 8.9 %            | 249 | -223 |
| 04 : Semi-Professionals and Technicians           | 2260                         | 24 | 1.1 % | 7.6 %            | 172 | -148 |
| 05 : Supervisors                                  | 1                            | 0  | 0.0 % | 27.5 %           | 0   | 0    |
| 07 : Administrative and Senior Clerical Personnel | 449                          | 5  | 1.1 % | 10.0 %           | 45  | -40  |
| 09 : Skilled Crafts and Trades Workers            | 7                            | 0  | 0.0 % | 7.8 %            | 1   | -1   |
| 10 : Clerical Personnel                           | 175                          | 1  | 0.6 % | 9.3 %            | 16  | -15  |
| 12 : Semi-Skilled Manual Workers                  | 3                            | 0  | 0.0 % | 10.3 %           | 0   | 0    |
| 13 : Other Sales and Service Personnel            | 1                            | 0  | 0.0 % | 10.7 %           | 0   | 0    |
| 14 : Other Manual Workers                         | 2                            | 0  | 0.0 % | 6.8 %            | 0   | 0    |
| Total   | 7499                         | 64 | 0.8 % | 7.6 %            | 573 | -509 |



# **Workforce Analysis - Summary Report**

Date: 2019-12-19

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

02 : Middle and Other Managers > Reviewed at NOC level as 90% of WSP staff at the managerial level are categorized as either NOC 0211 or NOC 0711

#### 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              |
| 09 : Skilled Crafts and Trades Workers            | NOC                 | Provincial       |
| 10 : Clerical Personnel                           | EEOG                | CMA              |
| 12 : Semi-Skilled Manual Workers                  | EEOG                | CMA              |
| 13 : Other Sales and Service Personnel            | EEOG                | CMA              |
| 14 : Other Manual Workers                         | EEOG                | CMA              |



#### Workplace Equity Information Management System - WSP Canada Inc.

#### **Workforce Analysis - Summary Report**

Date: 2019-12-19

#### 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         |
| 09 : Skilled Crafts and Trades Workers            | EEOG                | National         |
| 10 : Clerical Personnel                           | EEOG                | National         |
| 12 : Semi-Skilled Manual Workers                  | EEOG                | National         |
| 13 : Other Sales and Service Personnel            | EEOG                | National         |
| 14 : Other Manual Workers                         | EEOG                | National         |



| Data from Firs | st/Previous Wor | kforce Analysis |
|----------------|-----------------|-----------------|
| <b>\</b>       | <b>—</b>        | <b>—</b>        |

| Data from Sul | bsequent/Curre<br>Analysis | ent Workforce |
|---------------|----------------------------|---------------|
| <b></b>       | ↓                          | <b>\</b>      |

| Data from Fi | rst/Previous Work | force Analysis |
|--------------|-------------------|----------------|
| YYYY         | MM                | DD             |
| 2019         | 12                | 19             |

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

|       |  |               | Гable 1: Women     |                 |
|-------|--|---------------|--------------------|-----------------|
|       |  | First/Pro     | evious Workforce A | <b>Analysis</b> |
| Emal  | overant Favity Occupational Crown (FFOC)   | All Employees | Won                | nen             |
| rmpu  | oyment Equity Occupational Group (EEOG)    |               | Representation     | Availability*   |
|       |  | #             | #                  | %               |
| 01    | Senior Managers                            | 36            | 8                  | 27.6            |
| 02    | Middle & Other Managers                    | 1,764         | 405                | 39.4            |
| 03    | Professionals                              | 2,801         | 926                | 22.8            |
| 04    | Semi-Professionals & Technicians           | 2,260         | 529                | 19.5            |
| 05    | Supervisors                                | 1             | 1                  | 53.8            |
| 06    | Supervisors: Crafts & Trades               | 0             | 0                  | 0.0             |
| 07    | Administrative & Senior Clerical Personnel | 449           | 399                | 81.2            |
| 08    | Skilled Sales & Service Personnel          | 0             | 0                  | 0.0             |
| 09    | Skilled Crafts & Trades Workers            | 7             | 0                  | 13.5            |
| 10    | Clerical Personnel                         | 175           | 136                | 65.1            |
| 11    | Intermediate Sales & Service Personnel     | 0             | 0                  | 0.0             |
| 12    | Semi-Skilled Manual Workers                | 3             | 1                  | 20.1            |
| 13    | Other Sales & Service Personnel            | 1             | 0                  | 54.0            |
| 14    | Other Manual Workers                       | 2             | 2                  | 17.6            |
| Total |  | 7,499         | 2,407              | 30.2            |

|               | Fable 5: Women<br>t/Current Workford | e Analysis    |
|---------------|--------------------------------------|---------------|
| All Employees | Won                                  | •             |
|               | Representation                       | Availability* |
| #             | #                                    | %             |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |
| 0             | 0                                    | 0.0           |

| * Source:  |    |  |
|------------|----|--|
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| Data from First | t/Previous Woi | kforce Analysis |
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| YYYY         | MM                | DD             |
| Data from Fi | rst/Previous Work | force Analysis |

| Data from Su | ıbsequent/Curre<br>Analysis | nt Workforce |
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| 0               | 0                | 0                |
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| YYYY            | MM               | DD               |
| Data from Subse | quent/Current Wo | rkforce Analysis |

Table 6: Aboriginal Peoples
Subsequent/Current Workforce Analysis

**Aboriginal Peoples** 

|        |  | Table 2: Aborig                   |                    | iginal Peoples |  |
|--------|--|-----------------------------------|--------------------|----------------|--|
|        |  | First/Previous Workforce Analysis |                    |                |  |
| Emple  | nyment Equity Occupational Cycup (EEOC)    | All Employees                     | Aboriginal Peoples |                |  |
| լուսիւ | oyment Equity Occupational Group (EEOG)    |                                   | Representation     | Availability*  |  |
|        |  | #                                 | #                  | %              |  |
| 01     | Senior Managers                            | 36                                | 0                  | 3.2            |  |
| 02     | Middle & Other Managers                    | 1,764                             | 7                  | 2.7            |  |
| 03     | Professionals                              | 2,801                             | 25                 | 1.5            |  |
| 04     | Semi-Professionals & Technicians           | 2,260                             | 24                 | 2.7            |  |
| 05     | Supervisors                                | 1                                 | 0                  | 3.1            |  |
| 06     | Supervisors: Crafts & Trades               | 0                                 | 0                  | 0.0            |  |
| 07     | Administrative & Senior Clerical Personnel | 449                               | 6                  | 2.5            |  |
| 08     | Skilled Sales & Service Personnel          | 0                                 | 0                  | 0.0            |  |
| 09     | Skilled Crafts & Trades Workers            | 7                                 | 0                  | 7.0            |  |
| 10     | Clerical Personnel                         | 175                               | 0                  | 2.3            |  |
| 11     | Intermediate Sales & Service Personnel     | 0                                 | 0                  | 0.0            |  |
| 12     | Semi-Skilled Manual Workers                | 3                                 | 0                  | 0.8            |  |
| 13     | Other Sales & Service Personnel            | 1                                 | 0                  | 12.1           |  |
| 14     | Other Manual Workers                       | 2                                 | 0                  | 5.0            |  |
| Total  |  | 7,499                             | 62                 | 2.2            |  |

| ity* |   | Representation | Availability* |
|------|---|----------------|---------------|
|      | # | #              | %             |
| 3.2  | 0 | 0              | 0.0           |
| 2.7  | 0 | 0              | 0.0           |
| 1.5  | 0 | 0              | 0.0           |
| 2.7  | 0 | 0              | 0.0           |
| 3.1  | 0 | 0              | 0.0           |
| 0.0  | 0 | 0              | 0.0           |
| 2.5  | 0 | 0              | 0.0           |
| 0.0  | 0 | 0              | 0.0           |
| 7.0  | 0 | 0              | 0.0           |
| 2.3  | 0 | 0              | 0.0           |
| 0.0  | 0 | 0              | 0.0           |
| 0.8  | 0 | 0              | 0.0           |
| 12.1 | 0 | 0              | 0.0           |
| 5.0  | 0 | 0              | 0.0           |
| 2.2  | 0 | 0              | 0.0           |

All Employees

| Data from Firs | t/Previous Wor | kforce Analysis |
|----------------|----------------|-----------------|
| <b>\</b>       | <b>\</b>       | <b>—</b>        |

| Data from Fi | rst/Previous Works | force Analysis |
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| 2019         | MM<br>12           | 19             |

| Data from St | ibsequent/Curre<br>Analysis | ent Workforce |
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| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY            | MM               | DD               |
| 0               | 0                | 0                |

|       |  | Table 3: Members of Visible Minorities |                               |               |
|-------|--|--|-------------------------------|---------------|
|       |  | First/Previous Workforce Analysis      |                               |               |
| Emal  | overant Equity Occupational Cooper (FEOC)  | All Employees                          | Members of Visible Minorities |               |
| rmpu  | oyment Equity Occupational Group (EEOG)    |  | Representation                | Availability* |
|       |  | #                                      | #                             | %             |
| 01    | Senior Managers                            | 36                                     | 6                             | 11.5          |
| 02    | Middle & Other Managers                    | 1,764                                  | 263                           | 17.6          |
| 03    | Professionals                              | 2,801                                  | 788                           | 28.3          |
| 04    | Semi-Professionals & Technicians           | 2,260                                  | 458                           | 18.6          |
| 05    | Supervisors                                | 1                                      | 1                             | 36.7          |
| 06    | Supervisors: Crafts & Trades               | 0                                      | 0                             | 0.0           |
| 07    | Administrative & Senior Clerical Personnel | 449                                    | 97                            | 19.8          |
| 08    | Skilled Sales & Service Personnel          | 0                                      | 0                             | 0.0           |
| 09    | Skilled Crafts & Trades Workers            | 7                                      | 2                             | 7.8           |
| 10    | Clerical Personnel                         | 175                                    | 30                            | 25.2          |
| 11    | Intermediate Sales & Service Personnel     | 0                                      | 0                             | 0.0           |
| 12    | Semi-Skilled Manual Workers                | 3                                      | 0                             | 62.9          |
| 13    | Other Sales & Service Personnel            | 1                                      | 0                             | 39.4          |
| 14    | Other Manual Workers                       | 2                                      | 0                             | 31.2          |
| Total |  | 7,499                                  | 1,645                         | 22.2          |

| * Source:   |  |
|-------------|--|
| 2016 Census |  |

| Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis |                |               |               |
|--|----------------|---------------|---------------|
|  |                |               | All Employees |
|  | Representation | Availability* |               |
| #  | #              | %             |               |
| 0  | 0              | 0.0           |               |
| 0  | 0              | 0.0           |               |
| 0  | 0              | 0.0           |               |
| 0  | 0              | 0.0           |               |
| 0  | 0              | 0.0           |               |
| 0  | 0              | 0.0           |               |
| 0  | 0              | 0.0           |               |
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| 2019         | 12                | 19             |
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| Data from Subse | quent/Current Wo | rkforce Analysis |
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| 0               | 0                | 0                |

|        |  | Table 4: Persons with Disabilities      |                | sabilities    |
|--------|--|---|----------------|---------------|
|        |  | First/Previous Workforce Analysis       |                | Analysis      |
| Emplo  | yment Equity Occupational Group (EEOG)     | All Employees Persons with Disabilities |                | Disabilities  |
| Emplo, | yment Equity Occupational Group (EEOG)     |   | Representation | Availability* |
|        |  | #                                       | #              | %             |
| 01/02  | Managers                                   | 1,800                                   | 8              | 5.0           |
| 03     | Professionals                              | 2,801                                   | 26             | 8.9           |
| 04     | Semi-Professionals & Technicians           | 2,260                                   | 24             | 7.6           |
| 05     | Supervisors                                | 1                                       | 0              | 27.5          |
| 06     | Supervisors: Crafts & Trades               | 0                                       | 0              | 0.0           |
| 07     | Administrative & Senior Clerical Personnel | 449                                     | 5              | 10.0          |
| 08     | Skilled Sales & Service Personnel          | 0                                       | 0              | 0.0           |
| 09     | Skilled Crafts & Trades Workers            | 7                                       | 0              | 7.8           |
| 10     | Clerical Personnel                         | 175                                     | 1              | 9.3           |
| 11     | Intermediate Sales & Service Personnel     | 0                                       | 0              | 0.0           |
| 12     | Semi-Skilled Manual Workers                | 3                                       | 0              | 10.3          |
| 13     | Other Sales & Service Personnel            | 1                                       | 0              | 10.7          |
| 14     | Other Manual Workers                       | 2                                       | 0              | 6.8           |
| Total  |  | 7,499                                   | 64             | 7.6           |

| Table 8: Persons with Disabilities |                          |               |
|------------------------------------|--------------------------|---------------|
| Subsequent                         | /Current Workford        | e Analysis    |
| All Employees                      | Persons with Disabilitie |               |
|                                    | Representation           | Availability* |
| #                                  | #                        | %             |
| 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 2: Flow Data Analysis

#### WSP Canada Inc.

#### 2019-12-19

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| 2019  | 12           | 19   |

| End I | Date of Flow | Data |
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#### Data from Form 4 - Employees Hired

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Table 1. Wesser

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Data from Form 6 - Employees Terminated

|  |                        | Table 1:    | Women                  |             |
|--|------------------------|-------------|------------------------|-------------|
|  | Full-time              | / National  | Part-time              | / National  |
| Employment Equity Occupational Group<br>(EEOG) | All Employees<br>Hired | Women Hired | All Employees<br>Hired | Women Hired |
|  | #                      | #           | #                      | #           |
| 01 Senior Managers                             | 0                      | 0           | 0                      | 0           |
| 02 Middle & Other Managers                     | 0                      | 0           | 0                      | 0           |
| 03 Professionals                               | 0                      | 0           | 0                      | 0           |
| 04 Semi-Professionals & Technicians            | 0                      | 0           | 0                      | 0           |
| 05 Supervisors                                 | 0                      | 0           | 0                      | 0           |
| 06 Supervisors: Crafts & Trades                | 0                      | 0           | 0                      | 0           |
| 07 Administrative & Senior Clerical Personnel  | 0                      | 0           | 0                      | 0           |
| 08 Skilled Sales & Service Personnel           | 0                      | 0           | 0                      | 0           |
| 09 Skilled Crafts & Trades Workers             | 0                      | 0           | 0                      | 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  | 0                      | 0           | 0                      | 0           |

|                           | Table 5:          | Women                     |                   |
|---------------------------|-------------------|---------------------------|-------------------|
| Full-time /               | National          | Part-time /               | National          |
| All Employees<br>Promoted | Women<br>Promoted | All Employees<br>Promoted | Women<br>Promoted |
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|                             | Table 9:            | Women                       |                     |
|-----------------------------|---------------------|-----------------------------|---------------------|
| Full-time                   | / National          | Part-time                   | / National          |
| All Employees<br>Terminated | Women<br>Terminated | All Employees<br>Terminated | Women<br>Terminated |
| #                           | #                   | #                           | #                   |
| 0                           | 0                   | 0                           | 0                   |
| 0                           | 0                   | 0                           | 0                   |
| 0                           | 0                   | 0                           | 0                   |
| 0                           | 0                   | 0                           | 0                   |
| 0                           | 0                   | 0                           | 0                   |
| 0                           | 0                   | 0                           | 0                   |
| 0                           | 0                   | 0                           | 0                   |
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| o                           | 0                   | 0                           | 0                   |
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#### Part 2: Flow Data Analysis

#### WSP Canada Inc.

#### 2019-12-19

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| 2019  | 12           | 19   |

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#### **Data from Form 4 - Employees** Hired

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|---------------------------------------|---------|--|
| Data from Form 6 - E                  | سن فسند |  |
|                                       |         |  |
|                                       |         |  |
| T                                     |         |  |
| Terminated                            |         |  |
| i ci mimatca                          |         |  |
|                                       |         |  |
|                                       |         |  |

|        |  | Tab                    | ole 2: Abor                 | iginal Peo             | ples                        |
|--------|--|------------------------|-----------------------------|------------------------|-----------------------------|
|        |  | Full-time              | / National                  | Part-time              | / National                  |
|        | loyment Equity Occupational Group<br>OG)   | All Employees<br>Hired | Aboriginal<br>Peoples Hired | All Employees<br>Hired | Aboriginal<br>Peoples Hired |
|        |  | #                      | #                           | #                      | #                           |
| 01   5 | Senior Managers                            | 0                      | 0                           | 0                      | 0                           |
| 02   N | Middle & Other Managers                    | 0                      | 0                           | 0                      | 0                           |
| 03   F | Professionals                              | 0                      | 0                           | 0                      | 0                           |
| 04   5 | Semi-Professionals & Technicians           | 0                      | 0                           | 0                      | 0                           |
| 05   8 | Supervisors                                | 0                      | 0                           | 0                      | 0                           |
| 06   8 | Supervisors: Crafts & Trades               | 0                      | 0                           | 0                      | 0                           |
| 07 l   | Administrative & Senior Clerical Personnel | 0                      | 0                           | 0                      | 0                           |
| 08   8 | Skilled Sales & Service Personnel          | 0                      | 0                           | 0                      | 0                           |
| 09   5 | Skilled Crafts & Trades Workers            | 0                      | 0                           | 0                      | 0                           |
| 10 0   | Clerical Personnel                         | 0                      | 0                           | 0                      | 0                           |
| 11 I   | ntermediate Sales & Service Personnel      | 0                      | 0                           | 0                      | 0                           |
| 12   5 | 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                           |
| Γotal  |  | 0                      | 0                           | 0                      | 0                           |

| Full-time /               |                                   | riginal Peop<br>Part-time |                                   |
|---------------------------|-----------------------------------|---------------------------|-----------------------------------|
| All Employees<br>Promoted | Aboriginal<br>Peoples<br>Promoted | All Employees<br>Promoted | Aboriginal<br>Peoples<br>Promoted |
| #                         | #                                 | #                         | #                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |
| 0                         | 0                                 | 0                         | 0                                 |

| <b>v</b>                    | <b>v</b>                            |                             |                                     |
|-----------------------------|-------------------------------------|-----------------------------|-------------------------------------|
| Tabl                        | le 10: Abo                          | riginal Peo                 | ples                                |
| Full-time                   | / National                          | Part-time                   | / National                          |
| All Employees<br>Terminated | Aboriginal<br>Peoples<br>Terminated | All Employees<br>Terminated | Aboriginal<br>Peoples<br>Terminated |
| #                           | #                                   | #                           | #                                   |
| 0                           | 0                                   | 0                           | C                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | C                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | 0                                   |
| 0                           | 0                                   | 0                           | C                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | 0                                   |
| 0                           | 0                                   | 0                           | (                                   |
| 0                           | 0                                   | 0                           | 0                                   |

#### Part 2: Flow Data Analysis

#### WSP Canada Inc.

#### 2019-12-19

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| 2019  | 12           | 19   |

| YYYY MM DD |
|------------|
|            |

#### Data from Form 4 - Employees Hired

#### Data from Form 6 - Employees Terminated

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

| Full-time                 | / National                               | Part-time                 | / National                               |  |  |  |
|---------------------------|--|---------------------------|--|--|--|--|
| All Employees<br>Promoted | Persons with<br>Disabilities<br>Promoted | All Employees<br>Promoted | Persons with<br>Disabilities<br>Promoted |  |  |  |
| #                         | #  | #                         | #  |  |  |  |
| 0                         | 0  | 0                         | C  |  |  |  |
| 0                         | 0  | 0                         | C  |  |  |  |
| 0                         | 0  | 0                         | C  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | C  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | C  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | (  |  |  |  |
| 0                         | 0  | 0                         | 0  |  |  |  |
| 0                         | 0  | 0                         |  |  |  |  |
| 0                         | 0  | 0                         | 0  |  |  |  |

| Table 1                     | 1: Person                                  | s with Disa                 | bilities                                   |
|-----------------------------|--|-----------------------------|--|
| Full-time                   | / National                                 | Part-time                   | / National                                 |
| All Employees<br>Terminated | Persons with<br>Disabilities<br>Terminated | All Employees<br>Terminated | Persons with<br>Disabilities<br>Terminated |
| #                           | #  | #                           | #  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |
| 0                           | 0  | 0                           | 0  |

#### Part 2: Flow Data Analysis

#### WSP Canada Inc.

#### 2019-12-19

0

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| 2019  | 12           | 19   |

| YYYY MM DD |
|------------|
|            |

#### Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

|    |  | Full-time              | / National                                   | Part-time / National   |  |  |  |  |
|----|--|------------------------|--|------------------------|--|--|--|--|
|    | ployment Equity Occupational Group<br>EOG) | All Employees<br>Hired | Members of<br>Visible<br>Minorities<br>Hired | All Employees<br>Hired | Members of<br>Visible<br>Minorities<br>Hired |  |  |  |
|    |  | #                      | #  | #                      | #  |  |  |  |
| 01 | Senior Managers                            | 0                      | 0  | 0                      | 0  |  |  |  |
| 02 | Middle & Other Managers                    | 0                      | 0  | 0                      | 0  |  |  |  |
| 03 | Professionals                              | 0                      | 0  | 0                      | 0  |  |  |  |
| 04 | Semi-Professionals & Technicians           | 0                      | 0  | 0                      | 0  |  |  |  |
| 05 | Supervisors                                | 0                      | 0  | 0                      | o  |  |  |  |
| 06 | Supervisors: Crafts & Trades               | 0                      | 0  | 0                      | 0  |  |  |  |
| 07 | Administrative & Senior Clerical Personnel | 0                      | 0  | 0                      | 0  |  |  |  |
| 08 | Skilled Sales & Service Personnel          | 0                      | 0  | 0                      | o  |  |  |  |
| 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

Total

#### Data from Form 5 - Employees Promoted

**Table 8: Members of Visible Minorities** Full-time / National Part-time / National Members of Members of All Employees Visible All Employees Visible Promoted Promoted Minorities Minorities Promoted Promoted # # #

#### Data from Form 6 - Employees Terminated

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

|                                       |                               |  |               |                 |   |                                     |                 |       | Data                          | for First/I        | Previous (        | Goals              |        |            |                               |                               |                                   |                |                              |
|---------------------------------------|-------------------------------|--|---------------|-----------------|---|-------------------------------------|-----------------|-------|-------------------------------|--------------------|-------------------|--------------------|--------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|
| A B                                   | С                             | D  | E             | F               | G   | Н                                   | I               | J     | K                             | L                  | М                 | N                  | 0      | P          | Q                             | R                             | S                                 | T              | U                            |
| Data sources:                         | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry    | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry                          | СхНх3           | F+I   | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3             | (F x Q) -<br>R + M | JxP    | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C            | (K - M + O) ÷ (C<br>+ F)     |
| · · · · · · · · · · · · · · · · · · · | <u> </u>                      | Ţ  | 1             | 1               | 1   | Ţ                                   | Ţ               | 1     | J                             | 1                  | 1                 | Ţ                  | Ţ      | ↓          | <b>\</b>                      | 1                             | Ţ                                 | Ţ              | J                            |
|                                       |                               |  |               |                 |   |                                     |                 |       |                               | Table 1:           |                   |                    |        |            |                               |                               |                                   |                |                              |
|                                       |                               |  |               |                 |   |                                     |                 |       | First                         | Previous St        | 10rt-term G       | oals               |        |            |                               |                               |                                   |                |                              |
|                                       |                               |  |               | All Er          | nployees  |                                     |                 |       |                               |                    |                   |                    |        |            | omen                          |                               |                                   |                |                              |
|                                       | Number                        | Gree                                       | wth (New Posi | tions)          | Turnover (R   |                                     | Terminated      |       | Number                        | Turnovar (D        | eplacement of     |                    | 3 Yea  |            |                               |                               |                                   |                |                              |
| <b>Employment Equity Occupational</b> |                               |  |               |                 | Υ   |                                     | Anticipated     |       |                               | Employees)         | Hires<br>Required |                    | n - To | Present    |                               | Projected                     | Present                           | Projected      |                              |
| Group (EEOG)                          | YYYY-MM-DD                    | Actual                                     | Pro           | jected          | Actual  | Actual Projected Hires Over : Years |                 |       | VYYY-MM-DD                    | YYYY-MM-DD         |                   | Over 3             | YYYY   | - YYYY     | Availability                  | Present Gap                   | Gap                               | Representation | Representation in 3<br>Years |
|                                       | 2019-12-19                    | Annually                                   | Annually      | Over 3<br>Years | Annually  | Annually                            | Over 3<br>Years | Tears | 2019-12-19                    | Annually           | Over 3<br>Years   | Years              | 2019   | 2022       |                               |                               |                                   |                | tears                        |
|                                       | #                             | %  | %             | Ħ               | %   | %                                   | #               | #     | #                             | %                  | #                 | #                  | #      | %          | %                             | #                             | #                                 | %              | %                            |
| 01 Senior Managers                    | 36                            | -100.0%                                    | ,             | (               | 0.0%  |                                     | 0               | 0     | ) 8                           | 0.0%               | 0                 | 2                  | 0      | 27.6%      | 27.6%                         | -2                            | -2                                | 22.2%          | 22.2%                        |
| 02 Middle & Other Managers            | 1,764                         |  |               | (               | 0.0%  |                                     | 0               | 0     | 405                           |                    | 0                 | 290                | 0      | 39,4%      | 39.4%                         | 1                             | 1                                 | 23.0%          | 23.0%                        |
| 03 Professionals                      | 2,801                         | -100.0%                                    |               | (               | 0.0%  |                                     | 0               | 0     | 926                           |                    | 0                 | -287               | 0      |            | 22.8%                         | 1                             | 287                               | 33.1%          | 33.1%                        |
| 04 Semi-Professionals & Tech          | 2,260                         |  |               | (               | 0.0%  |                                     | 0               | 0     | 529                           |                    | 0                 | -88                | 0      |            | 19.5%                         | 88                            | 88                                | 23.4%          | 23.4%                        |
| 05 Supervisors                        | 1                             | -100.0%                                    |               | (               | 0.0%  |                                     | 0               | 0     | ) 1                           | 0.0%               | 0                 | 0                  | 0      |            | 53.8%                         | 0                             | 0                                 | 100.0%         | 100.0%                       |
| 06 Supervisors: Crafts & Trades       | 0                             | 0.0%                                       |               | (               | 0.0%  |                                     | 0               | 0     |                               | 0.0%               | 0                 | 0                  | 0      |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                      |
| 07 Administrative & Sr Clerical       | 449                           | -100.0%                                    | ,             | (               | 0.0%  |                                     | 0               | 0     | 399                           |                    | 0                 | -34                | 0      |            | 81.2%                         | 34                            | 34                                | 88.9%          | 88.9%                        |
| 08 Skilled Sales & Service            | 0                             | 0.0%                                       |               | (               | 0.0%  |                                     | 0               |       |                               | 0.0%               | 0                 | 0                  | 0      |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                      |
| 09 Skilled Crafts & Trades            | 7                             | -100.0%                                    |               | (               | 0.0%  |                                     | 0               |       |                               | 0.0%               | 0                 | 1                  | 0      | 13.5%      | 13.5%                         | 1                             | -1                                | 0.0%           | 0.0%                         |
| 10 Clerical Personnel                 | 175                           |  | 1             | (               | 0.0%  |                                     | 0               |       | 136                           |                    | 0                 | -22                | 0      |            | 65.1%                         | 22                            | 22                                | 77.7%          | 77.7%                        |
| 11 Intermediate Sales & Service       | 0                             | 0.0%                                       | 1             | (               | 0.0%  |                                     | 0               |       |                               | 0.0%               | 0                 | 0                  | 0      |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                      |
| 12 Semi-Skilled Manual                | 3                             | -100.0%                                    | 1             | (               | 0.0%  |                                     | 0               |       | ) 1                           | 0.0%               | 0                 | 0                  | 0      |            | 20.1%                         | 0                             | 0                                 | 33.3%          | 33.3%                        |
| 13 Other Sales & Service              | 1                             | -100.0%                                    |               | (               | 0.0%  |                                     | 0               | 0     |                               | 0.0%               | 0                 | 1                  | 0      | 50.0%      | 54.0%                         | ·  -1                         | -1                                | 0.0%           | 0.0%                         |
| 14 Other Manual Workers               | 2                             | -100.0%                                    | 1             | (               | 0.0%  |                                     | 0               | 0     | ) 2                           | 0.0%               | 0                 | -2                 | 0      |            | 17.6%                         | 2                             | 2                                 | 100.0%         | 100.0%                       |
| Total                                 | 7,499                         | -100.0%                                    | d .           | ] (             | 0.0%  |                                     | 1 0             | 0 0   | 2,407                         | 0.0%               | 0                 | -142               | 0      |            | 30.2%                         | 142                           | 142                               | 32.1%          | 32.1%                        |

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

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

| Workforce Analysis) ÷ 2) x 10               | 10.              |                 |                |
|---|------------------|-----------------|----------------|
|   |                  |                 | Table 2: Women |
| F 1   | Wom              | ien             |                |
| Employment Equity Occupational Group (EEOG) | Short-term Goals | Long-term Goals | Comments       |
| -   | %                | %               |                |
| 01 Senior Managers                          | 27.6             | 27.6            |                |
| 02 Middle & Other Managers                  | 39,4             | 39.4            |                |
| 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                  | 13.5             | 13.5            |                |
| 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                    | 50.0             | 50.0            |                |
| 14 Other Manual Workers                     | 0.0              |                 |                |
| Total                                       | 0.0              | 0.0             |                |

|   |                              |                               |  |                |                 |   |               |                 |                             | Data I                        | for First/I             | Previous (      | Goals              |      |            |                               |                               |                                   |                |                                  |
|---|------------------------------|-------------------------------|--|----------------|-----------------|---|---------------|-----------------|-----------------------------|-------------------------------|-------------------------|-----------------|--------------------|------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A                                       | В                            | С                             | D  | E              | F               | G   | Н             | I               | J                           | K                             | L                       | М               | N                  | 0    | P          | Q                             | R                             | S                                 | Т              | U                                |
| Data so                                 | ources:                      | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry     | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry    | СхНх3           | F + I                       | From<br>Workforce<br>Analysis | Equivalent<br>to H      | KxLx3           | (F x Q) -<br>R + M | JхР  | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C            | (K - M + O) ÷ (C<br>+ F)         |
| *************************************** |                              | <b>↓</b>                      | Ţ  | 1              | Ţ               | 1   | 1             | J               | <b>↓</b>                    | Ţ                             | Ţ                       | ↓               | 1                  | Ţ    | <b>↓</b>   | <b>↓</b>                      | Ţ                             | Ţ                                 | ↓              | <b>1</b>                         |
|   |                              |                               |  |                |                 |   |               |                 |                             |                               | e <mark>3: Abori</mark> |                 |                    |      |            |                               |                               |                                   |                |                                  |
|   |                              |                               |  |                |                 |   |               |                 |                             | First/                        | Previous St             | ort-term G      | oals               |      |            |                               |                               |                                   |                |                                  |
|   |                              |                               |  |                | All En          | ployees   |               |                 |                             |                               |                         |                 |                    |      | ·          | nal Peoples                   |                               |                                   | 1              |                                  |
|   |                              | Number                        | Grov                                       | vth (New Posit | tions)          | Turnover (R   | eplacement of | f Terminated    |                             | Number                        | Turnover (R             | enlacement of   | Hires              |      | r Goals    |                               |                               |                                   |                |                                  |
| Emplo                                   | yment Equity Occupational    |                               |  | ·              |                 | Employees)  Actual Projected  |               |                 | Anticipated<br>Hires Over 3 |                               | Terminated Employees)   |                 | Required           |      |            | Present                       | Present Gap Projected         |                                   | Present        | Projected<br>Representation in 3 |
| Group                                   | (EEOG)                       | YYYY-MM-DD                    | Actual                                     | Proj           | jected          | Actual  | Proj          |                 | Years                       | YYYY-MM-DD                    |                         | 1               | Over 3             | YYYY | - үүүү     | Availability                  | Present Gap                   | Gap                               | Representation | Years                            |
|   |                              | 2019-12-19                    | Annually                                   | Annually       | Over 3<br>Years | Annually  | Annually      | Over 3<br>Years |                             | 2019-12-19                    | Annually                | Over 3<br>Years | Years              | 2019 | 2022       |                               |                               |                                   |                | -                                |
|   |                              | #                             | %  | %              | #               | %   | %             | H               | #                           | H                             | %                       | #               | Ħ                  | H    | %          | %                             | H                             | #                                 | %              | %                                |
| 01 5                                    | Senior Managers              | 36                            | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 1                  | . C  | 3.2%       | 3.2%                          | -1                            | -1                                | 0.0%           | 0.0%                             |
| 02 1                                    | Middle & Other Managers      | 1,764                         | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 7                             | 0.0%                    | . 0             | 41                 | C    | 2.7%       | 2.7%                          | -41                           | -41                               | 0.4%           | 0.4%                             |
| 03 I                                    | Professionals                | 2,801                         | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 25                            | 0.0%                    | . 0             | 17                 | C    | 1.5%       | 1.5%                          | -17                           | -17                               | 0.9%           | 0.9%                             |
| 04 8                                    | Semi-Professionals & Tech    | 2,260                         | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 24                            | 0.0%                    | 0               | 37                 | l c  | 2.7%       | 2.7%                          | -37                           | -37                               | 1.1%           | 1.1%                             |
| 05   5                                  | Supervisors                  | 1                             | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 3.1%                          | 0                             | 0                                 | 0.0%           | 0.0%                             |
| 06 8                                    | Supervisors: Crafts & Trades | 0                             | 0.0%                                       |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 07                                      | Administrative & Sr Clerical | 449                           | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 6                             | 0.0%                    | 0               | 5                  | C    | 2.5%       | 2.5%                          | -5                            | -5                                | 1.3%           | 1.3%                             |
| 08 8                                    | Skilled Sales & Service      | o                             | 0.0%                                       |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 09 8                                    | Skilled Crafts & Trades      | 7                             | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 7.0%                          | 0                             | 0                                 | 0.0%           | 0.0%                             |
| 10                                      | Clerical Personnel           | 175                           | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 4                  | C    | 2.3%       | 2.3%                          | -4                            | -4                                | 0.0%           | 0.0%                             |
| 11 I                                    | ntermediate Sales & Service  | o                             | 0.0%                                       |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 12   5                                  | Semi-Skilled Manual          | 3                             | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 0.8%                          | 0                             | 0                                 | 0.0%           | 0.0%                             |
| 13 (                                    | Other Sales & Service        | 1                             | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | 0    |            | 12.1%                         | 0                             | 0                                 | 0.0%           | 0.0%                             |
| 14 (                                    | Other Manual Workers         | 2                             | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 0                             | 0.0%                    | 0               | 0                  | C    |            | 5.0%                          |                               | 0                                 | 0.0%           | 0.0%                             |
| Total                                   |                              | 7,499                         | -100.0%                                    |                | 0               | 0.0%  |               | 0               | 0                           | 62                            | 0.0%                    | 0               | 103                | 0    |            | 2.2%                          | -103                          | -103                              | 0.8%           | 0.8%                             |

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

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

| Workforce Analysis) ÷ 2) x 10   | 0.               |                 |                             |
|---------------------------------|------------------|-----------------|-----------------------------|
|                                 |                  |                 | Table 4: Aboriginal Peoples |
| Employment Equity Occupational  | Aboriginal       | Peoples         |                             |
| Group (EEOG)                    | Short-term Goals | Long-term Goals | Comments                    |
| -                               | %                | %               |                             |
| 01 Senior Managers              | 3.2              | 3.2             |                             |
| 02 Middle & Other Managers      | 2.7              | 2.7             |                             |
| 03 Professionals                | 1.5              | 1.5             |                             |
| 04 Semi-Professionals & Tech    | 2.7              | 2.7             |                             |
| 05 Supervisors                  | 0.0              | 0.0             |                             |
| 06 Supervisors: Crafts & Trades | 0.0              | 0.0             |                             |
| 07 Administrative & Sr Clerical | 2.5              | 2.5             |                             |
| 08 Skilled Sales & Service      | 0.0              | 0.0             |                             |
| 09 Skilled Crafts & Trades      | 0.0              | 0.0             |                             |
| 10 Clerical Personnel           | 2.3              | 2.3             |                             |
| 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             |                             |

|                                       |                               |   |                             |                 |   |            |                 |                                     | Data 1                          | or First/F         | revious (       | Goals              |      |            |                               |                               |                                   |                |                              |
|---------------------------------------|-------------------------------|---|-----------------------------|-----------------|---|------------|-----------------|-------------------------------------|---------------------------------|--------------------|-----------------|--------------------|------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|
| A B                                   | С                             | D   | Е                           | F               | G   | Н          | I               | J                                   | K                               | L                  | M               | N                  | 0    | P          | Q                             | R                             | S                                 | T              | U                            |
| Data sources:                         | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup>                          | Data Entry                  | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry | C x H x 3       | F+I                                 | From<br>Workforce<br>Analysis   | Equivalent<br>to H | KxLx3           | (F x Q) -<br>R + M | JхР  | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K ÷ C          | (K - M + O) ÷ (C<br>+ F)     |
|                                       |                               | Ţ   | <b>1</b>                    | <b>1</b>        | <b>1</b>  | <b>1</b>   | 1               | ↓                                   | Ţ                               | 1                  | <b>1</b>        | 1                  | ↓    | 1          | <b>1</b>                      | 1                             | Ţ                                 | <u> </u>       |                              |
|                                       |                               | Table 5: Persons with Disabilities  First/Previous Short-term Goals |                             |                 |   |            |                 |                                     |                                 |                    |                 |                    |      |            |                               |                               |                                   |                |                              |
|                                       |                               | First/Previous Short-term Goals                                     |                             |                 |   |            |                 |                                     |                                 |                    |                 |                    |      |            |                               |                               |                                   |                |                              |
|                                       |                               | All Employees Persons with Disabilities                             |                             |                 |   |            |                 |                                     |                                 |                    |                 |                    |      |            |                               |                               |                                   |                |                              |
|                                       | Number                        | Gre   | wth (New Posit              | tions)          | Turnover (Replacement of Terminated                                   |            |                 |                                     | Number Turnover (Replacement of |                    | Hires           | 3 Year Goals       |      |            |                               |                               |                                   |                |                              |
| <b>Employment Equity Occupational</b> |                               | Employees)  |                             |                 |   |            |                 | Anticipated Terminated Employees) p |                                 |                    |                 |                    |      | n - To     | Present                       |                               | Projected                         | Present        | Projected                    |
| Group (EEOG)                          | YYYY-MM-DD                    | Actual  | Proj                        | ected           | Actual Projected  |            |                 | Hires Over 3<br>Years               | YYYY-MM-DD                      |                    |                 | Over 3             | YYYY | - YYYY     | Availability                  | Present Gap                   | Gap                               | Representation | Representation in 3<br>Years |
|                                       | 2019-12-19                    | Annually  | Annually                    | Over 3<br>Years | Annually  | Annually   | Over 3<br>Years | · curs                              | 2019-12-19                      | Annually           | Over 3<br>Years | Years              | 2019 | 2022       |                               |                               |                                   |                | TCM3                         |
|                                       | #                             | %   | %                           | #               | %   | %          | #               | #                                   | #                               | %                  | #               | #                  | #    | %          | %                             | #                             | #                                 | %              | %                            |
| 01/02 Managers                        | 1,800                         | -100.0%   | )                           | C               | 0.0%  |            | 0               | 0                                   | 8                               | 0.0%               | 0               | 82                 | 0    | 5.0%       | 5.0%                          | -82                           | -82                               | 0.4%           | 0.4%                         |
| 03 Professionals                      | 2,801                         | -100.0%   | ,                           | C               | 0.0%  |            | 0               | 0                                   | 26                              | 0.0%               | 0               | 223                | 0    | 8,9%       | 8.9%                          | -223                          | -223                              | 0.9%           | 0.9%                         |
| 04 Semi-Professionals & Tech          | 2,260                         | -100.0%   |                             | C               | 0.0%  |            | 0               | 0                                   | 24                              |                    | 0               | 148                | 0    | 7.6%       | 7.6%                          | -148                          | -148                              | 1.1%           | 1.1%                         |
| 05 Supervisors                        | 1                             | -100.0%   |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 27.5%                         | 0                             | 0                                 | 0.0%           | 0.0%                         |
| 06 Supervisors: Crafts & Trades       | 0                             | 0.0%  |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                      |
| 07 Administrative & Sr Clerical       | 449                           | -100.0%   | - Processing and the second | C               | 0.0%  |            | 0               | 0                                   | 5                               | 0.0%               | 0               | 40                 | 0    | 10.0%      | 10.0%                         | -40                           | -40                               | 1.1%           | 1.1%                         |
| 08 Skilled Sales & Service            | 0                             | 0.0%  |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                      |
| 09 Skilled Crafts & Trades            | 7                             | -100.0%   |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 1                  | 0    | 7.8%       | 7.8%                          | -1                            | -1                                | 0.0%           | 0.0%                         |
| 10 Clerical Personnel                 | 175                           | -100.0%   |                             | C               | 0.0%  |            | 0               | 0                                   | 1                               | 0.0%               | 0               | 15                 | 0    | 9,3%       | 9.3%                          | -15                           | -15                               | 0.6%           | 0.6%                         |
| 11 Intermediate Sales & Service       | 0                             | 0.0%  |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                      |
| 12 Semi-Skilled Manual                | 3                             | -100.0%   |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 10.3%                         | 0                             | 0                                 | 0.0%           | 0.0%                         |
| 13 Other Sales & Service              | 1                             | -100.0%   |                             | 0               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 10.7%                         | 0                             | 0                                 | 0.0%           | 0.0%                         |
| 14 Other Manual Workers               | 2                             | -100.0%   |                             | C               | 0.0%  |            | 0               | 0                                   | 0                               | 0.0%               | 0               | 0                  | 0    |            | 6.8%                          | 0                             | 0                                 | 0.0%           | 0.0%                         |
| Total                                 | 7,499                         | -100.0%   | , i                         | [ C             | 0.0%  |            | 0               | 0                                   | 64                              | 0.0%               | 0               | 506                | 0    |            | 7.6%                          | -506                          | -506                              | 0.9%           | 0.9%                         |

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

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

| Workforce Analysis) ÷ 2) x 10   | 0.               |                 |                                    |
|---------------------------------|------------------|-----------------|------------------------------------|
|                                 |                  |                 | Table 6: Persons with Disabilities |
| Employment Equity Occupational  | Persons with     | Disabilities    |                                    |
| Group (EEOG)                    | Short-term Goals | Long-term Goals | Comments                           |
|                                 | %                | %               |                                    |
| 01/02 Managers                  | 5.0              | 5.0             |                                    |
| 03 Professionals                | 8.9              | 8.9             |                                    |
| 04 Semi-Professionals & Tech    | 7,6              | 7.6             |                                    |
| 05 Supervisors                  | 0.0              | 0.0             |                                    |
| 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      | 7.8              | 7.8             |                                    |
| 10 Clerical Personnel           | 9,3              | 9.3             |                                    |
| 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             |                                    |

|  |                               |  |                |        |   |                            |            |                             | Data 1                        | or First/F         | Previous (    | Goals              |       |                |                               |                               |                                   |                           |                                  |
|--|-------------------------------|--|----------------|--------|---|----------------------------|------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|-------|----------------|-------------------------------|-------------------------------|-----------------------------------|---------------------------|----------------------------------|
| A B  | С                             | D  | E              | F      | G   | Н                          | I          | J                           | K                             | L                  | M             | N                  | 0     | P              | Q                             | R                             | S                                 | T                         | U                                |
| Data sources:                                  | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry     | CxEx3  | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry                 | C x H x 3  | F + I                       | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3         | (F x Q) -<br>R + M | JхР   | Data Entry     | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C                       | (K - M + O) ÷ (C<br>+ F)         |
|  | ↓                             | Ţ  | 1              | Ţ      | ↓   | Ţ                          | 1          | ↓                           | 1                             | Ţ                  | <b>\</b>      | Ţ                  | 1     | <b>↓</b>       | <b>↓</b>                      | Ţ                             | 1                                 | ↓                         | ↓                                |
|  |                               |  |                |        |   |                            |            |                             | Table 7: M                    |                    |               |                    | i     |                |                               |                               |                                   |                           |                                  |
|  |                               |  |                | All F. |   |                            |            |                             | First/                        | Previous Sh        | iort-term G   | oals               |       |                | isible Minori                 | 42                            |                                   |                           |                                  |
|  |                               |  |                | An en  | ployees   |                            |            | l                           |                               |                    |               |                    | 3 Yea |                | isible willori                | ties                          |                                   | ı ı                       |                                  |
|  | Number                        | Grev                                       | vth (New Posit | tions) | Turnover (Re  | placement of<br>Employees) | Terminated |                             | Number                        |                    | eplacement of | Hires              |       | n - To         |                               |                               |                                   |                           |                                  |
| Employment Equity Occupational                 | YYYY-MM-DD                    | Actual                                     | Proj           | ected  | Actual  | Proj                       | ected      | Anticipated<br>Hires Over 3 | YYYY-MM-DD                    | Terminated         | Employees)    | Required<br>Over 3 |       | - YYYY         | Present<br>Availability       | Present Gap                   | Projected<br>Gan                  | Present<br>Representation | Projected<br>Representation in 3 |
| Group (EEOG)                                   | 2019-12-19                    | Annually                                   | Annually       | Over 3 | Annually  | Annually                   | Over 3     | Years                       | 2019-12-19                    | Annually           | Over 3        | Years              | 2019  | 2022           | Avanabuny                     |                               | Сар                               | Representation            | Years                            |
|  |                               | •  |                | Years  | ·   | •                          | Years      |                             | 2017-12-17                    |                    | Years         |                    |       |                |                               |                               |                                   |                           |                                  |
|  | #                             | %  | %              | #      | %   | %                          | #          | #                           | #                             | %                  | #             | #                  | #     | %              | %                             | #                             | #                                 | %                         | %                                |
| 01 Senior Managers                             | 36                            | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 6                             | 0.0%               | 0             | -2                 | 0     | 177.404        | 11.5%                         | ı                             | 2                                 | 16.7%                     | 16.7%                            |
| 02 Middle & Other Managers<br>03 Professionals | 1,764<br>2,801                | -100.0%<br>-100.0%                         |                | "      | 0.0%<br>0.0%  |                            | 0          | "                           | 263<br>788                    | 0.0%<br>0.0%       | 0             | 4/                 | 0     | 17.6%<br>28.3% | 17.6%<br>28.3%                | -47<br>-5                     | -47<br>-5                         | 14.9%<br>28.1%            | 14.9%<br>28.1%                   |
| 04 Semi-Professionals & Tech                   | 2,801                         | -100.0%<br>-100.0%                         |                | "      | 0.0%  |                            | 0          | "                           | 458                           | 0.0%               | ٥             | -38                | 0     | 20,370         | 28.5%<br>18.6%                | 38                            | 1                                 | 20.3%                     | 20.3%                            |
| 05 Supervisors                                 | 2,200                         | -100.0%                                    |                | "      | 0.0%  |                            | ١          | ١                           | 1                             | 0.0%               | ١             | -36                | 0     |                | 36.7%                         | 1                             | 1                                 | 100.0%                    | 100.0%                           |
| 06 Supervisors: Crafts & Trades                | اهُ                           | 0.0%                                       |                | ١      | 0.0%  |                            | ٥          | ا<br>آ                      | أ أ                           | 0.0%               | هُ ا          | 0                  | 0     |                | 0.0%                          | هٔ ا                          | هٔ ا                              | #DIV/0!                   | #DIV/0!                          |
| 07 Administrative & Sr Clerical                | 449                           | -100.0%                                    |                | 1 0    | 0.0%  |                            | 0          | ا<br>آ                      | 97                            | 0.0%               | 0             | -8                 | 0     |                | 19.8%                         | 8                             | 8                                 | 21.6%                     | 21.6%                            |
| 08 Skilled Sales & Service                     | 0                             | 0.0%                                       |                | 0      | 0.0%  |                            | 0          | ا ا                         | 0                             | 0.0%               | 0             | 0                  | 0     |                | 0.0%                          | 0                             | 0                                 | #DIV/0!                   | #DIV/0!                          |
| 09 Skilled Crafts & Trades                     | 7                             | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 2                             | 0.0%               | 0             | -1                 | 0     |                | 7.8%                          | 1                             | 1                                 | 28.6%                     | 28.6%                            |
| 10 Clerical Personnel                          | 175                           | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 30                            | 0.0%               | 0             | 14                 | 0     | 25,2%          | 25.2%                         | -14                           | -14                               | 17.1%                     | 17.1%                            |
| 11 Intermediate Sales & Service                | o                             | 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                         | 3                             | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 0                             | 0.0%               | 0             | 2                  | 0     |                | 62.9%                         | -2                            | -2                                | 0.0%                      | 0.0%                             |
| 13 Other Sales & Service                       | 1                             | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 0                             | 0.0%               | 0             | 0                  | 0     |                | 39.4%                         | 0                             | 0                                 | 0.0%                      | 0.0%                             |
| 14 Other Manual Workers                        | 2                             | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 0                             | 0.0%               | 0             | 1                  | 0     | 31.2%          | 31.2%                         | -1                            | -1                                | 0.0%                      | 0.0%                             |
| Total  | 7,499                         | -100.0%                                    |                | 0      | 0.0%  |                            | 0          | 0                           | 1,645                         | 0.0%               | 0             | 20                 | 0     |                | 22.2%                         | -20                           | -20                               | 21.9%                     | 21.9%                            |

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

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

| Workforce Analysis) ÷ 2) x 10   | 0.               |                 |  |
|---------------------------------|------------------|-----------------|--|
|                                 |                  |                 | Table 8: Members of Visible Minorities |
| Employment Equity Occupational  | Members of Vis   | ible Minorities |  |
| Group (EEOG)                    | Short-term Goals | Long-term Goals | Comments                               |
| Group (EEOG)                    | %                | %               |  |
| 01 Senior Managers              | 0.0              | 0.0             | 0                                      |
| 02 Middle & Other Managers      | 17.6             | 17.0            | 6                                      |
| 03 Professionals                | 28.3             | 28.3            | 3                                      |
| 04 Semi-Professionals & Tech    | 0.0              | 0.0             | o l                                    |
| 05 Supervisors                  | 0.0              | 0.0             | o l                                    |
| 06 Supervisors: Crafts & Trades | 0.0              | 0.0             | o                                      |
| 07 Administrative & Sr Clerical | 0.0              | 0.0             | o                                      |
| 08 Skilled Sales & Service      | 0.0              | 0.0             | o                                      |
| 09 Skilled Crafts & Trades      | 0.0              | 0.0             | 0                                      |
| 10 Clerical Personnel           | 25.2             | 25.1            | 2                                      |
| 11 Intermediate Sales & Service | 0.0              | 0.0             | o l                                    |
| 12 Semi-Skilled Manual          | 0.0              | 0,0             | o l                                    |
| 13 Other Sales & Service        | 0.0              | 0.0             | o l                                    |
| 14 Other Manual Workers         | 31.2             | 31.             | 2                                      |
| Total                           | 0.0              | 0.0             | 0                                      |

|  |                               |  |               |        |   |                             |            |                             | Data for                      | Subseque           | nt/Curre      | nt Goals           |      |            |                               |                               |                                   |                    |                                  |
|--|-------------------------------|--|---------------|--------|---|-----------------------------|------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|------|------------|-------------------------------|-------------------------------|-----------------------------------|--------------------|----------------------------------|
| A B  | С                             | D  | E             | F      | G   | Н                           | I          | J                           | K                             | L                  | М             | N                  | 0    | P          | Q                             | R                             | S                                 | Т                  | U                                |
| Data sources:  | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry    | CxEx3  | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis‡ | Data Entry                  | СхНх3      | F+I                         | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3         | (F x Q) -<br>R + M | JxP  | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C                | (K - M + O) ÷ (C<br>+ F)         |
| ***************************************                        | <u> </u>                      | Ţ  | 1             | ↓      | 1   | Ţ                           | Ţ          | . ↓                         | Ţ                             | Ţ                  | Ų.            | Ţ                  | Ţ    | Ţ          | J                             | <b>J</b>                      | Ţ                                 | <b>V</b>           | <b>↓</b>                         |
|  |                               |  |               |        |   |                             |            |                             |                               | Table 9:           |               | ~ .                |      |            |                               |                               |                                   |                    |                                  |
|  |                               |  |               | All E- | nplovees  |                             |            |                             | Subsequ                       | ent/Current        | t Short-tern  | a Goals            |      | w          | omen                          |                               |                                   |                    |                                  |
|  |                               | 1  |               | All El | Turnover (R   |                             | F.T        |                             |                               | T                  |               |                    | 3 Vo | r Goals    | omen                          | 1                             |                                   |                    |                                  |
|  | Number                        | Gre  | wth (New Posi | tions) | Turnover (K   | epracement of<br>Employees) | Terminated |                             | Number                        |                    | eplacement of | Hires              |      | n - To     |                               |                               |                                   |                    |                                  |
| Employment Equity Occupation                                   | ial YYYY-MM-DE                | Actual                                     | Pro           | jected | Actual  | Pro                         | iected     | Anticipated<br>Hires Over 3 | YYYY-MM-DD                    |                    | l Employees)  | Required           |      | - YYYY     | Present<br>Availability       | Present Gap                   | Projected                         | Present            | Projected<br>Representation in 3 |
| Group (EEOG)   |                               |  |               | Over 3 |   | ·                           | Over 3     | Years                       |                               |                    | Over 3        | Over 3<br>Years    |      | l          | Availability                  |                               | Gap                               | Representation     | Years                            |
|  |                               | Annually                                   | Annually      | Years  | Annually  | Annually                    | Years      |                             |                               | Annually           | Years         |                    | 0    | 3          |                               |                               |                                   |                    |                                  |
|  | #                             | %  | %             | #      | %   | %                           | #          | #                           | #                             | %                  | #             | #                  | #    | %          | %                             | #                             | #                                 | %                  | %                                |
| 01 Senior Managers   |                               | -100.0%                                    |               | (      | 0.0%  |                             | 0          | (                           | (                             | 0.0%               | 0             | 0                  | (    | )          | 0.0%                          | 0                             | 0                                 | #DIV/0!            | #DIV/0!                          |
| 02 Middle & Other Managers                                     | (                             | -100.0%                                    |               | (      | 0.0%  |                             | 0          | 9                           |                               | 0.0%               | 0             | 0                  | (    | )          | 0.0%                          | 0                             | 0                                 | #DIV/0!            | #DIV/0!                          |
| 03 Professionals   | 9                             | -100.0%                                    |               | (      | 0.0%  |                             | 0          | 9                           |                               | 0.0%               | 0             | 0                  | (    | )          | 0.0%                          |                               | 0                                 | #DIV/0!            | #DIV/0!                          |
| 04   Semi-Professionals & Tecl                                 | 1 9                           | -100.0%                                    |               | (      | 0.0%  |                             | 0          |                             |                               | 0.0%               | 1 0           | 0                  | ]    | ]          | 0.0%                          |                               | 1 0                               | #DIV/0!            | #DIV/0!                          |
| 05 Supervisors   |                               | 0 -100.0%<br>0 0.0%                        |               |        | 0.0%  |                             | "          |                             |                               | 0.0%               | 1 0           | "                  |      | (          | 0.0%<br>0.0%                  |                               | "                                 | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 06 Supervisors: Crafts & Trac<br>07 Administrative & Sr Cleric | I                             | 0.0%                                       |               |        | 0.0%  |                             |            |                             |                               | 0.0%               | 1 ,           | "                  | '    | (          | 0.0%                          | ן י                           |                                   | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 08 Skilled Sales & Service                                     | ai                            | 0.0%                                       |               |        | 0.0%  |                             | "          |                             |                               | 0.0%               | 1 %           | "                  | '    | (          | 0.0%                          |                               | ] ,                               | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 09 Skilled Crafts & Trades                                     |                               | -100.0%                                    |               |        | 0.0%  |                             | ۱ ،        |                             |                               | 0.0%               | 1 ,           | "                  | ``   | (          | 0.0%                          |                               | 1 0                               | #DIV/0!            | #DIV/0!                          |
| 10 Clerical Personnel  |                               | -100.0%                                    |               |        | 0.0%  |                             |            | ]                           | أ أ                           | 0.0%               | l ŏ           | ا ،                | ``   |            | 0.0%                          | ]                             | ا ا                               | #DIV/0!            | #DIV/0!                          |
| 11 Intermediate Sales & Servi                                  | ce C                          | 0.0%                                       |               |        | 0.0%  |                             | 1 0        | ] 7                         | أ أ                           | 0.0%               | ] ŏ           | ن ا                | ``   |            | 0.0%                          | J 0                           | ا<br>آ                            | #DIV/0!            | #DIV/0!                          |
| 12 Semi-Skilled Manual   |                               | -100.0%                                    |               |        | 0.0%  |                             | 1 0        |                             |                               | 0.0%               | ن ا           | 0                  | ;    |            | 0.0%                          |                               | 0                                 | #DIV/0!            | #DIV/0!                          |
| 13 Other Sales & Service                                       |                               | -100.0%                                    |               | 1 (    | 0.0%  |                             | l 0        | (                           |                               | 0.0%               | ا o           | 0                  | (    | )          | 0.0%                          | م ا                           | ٥                                 | #DIV/0!            | #DIV/0!                          |
| 14 Other Manual Workers  |                               | -100.0%                                    |               |        | 0.0%  |                             | 0          |                             |                               | 0.0%               | . 0           | 0                  |      | )          | 0.0%                          | . 0                           | 0                                 | #DIV/0!            | #DIV/0!                          |
| Total  |                               | -100.0%                                    | ,             | (      | 0.0%  |                             | 0          | (                           | ) (                           | 0.0%               | 0             | 0                  | (    | )          | 0.0%                          | 0                             | 0                                 | #DIV/0!            | #DIV/0!                          |

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

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

|      | Workforce Analysis) ÷ 2) x 10 | 0.               |                 |                 |
|------|-------------------------------|------------------|-----------------|-----------------|
|      |                               |                  |                 | Table 10: Women |
| Emr  | loyment Equity Occupational   |                  | men             |                 |
|      | ip (EEOG)                     | Snort-term Goals | Long-term Goals | Comments        |
|      |                               | %                | 9/6             |                 |
|      | Senior Managers               | 0.               | 0.              | oo              |
| 02   | Middle & Other Managers       | 0.               | 0 0.            | 0               |
|      | Professionals                 | 0.               | 0.              | o l             |
| 04   | Semi-Professionals & Tech     | 0.               | 0,              | 0               |
|      | Supervisors                   | 0.               | 0 0.            | 0               |
|      | Supervisors: Crafts & Trades  | 0.               | 0,              | О               |
| 07   | Administrative & Sr Clerical  | 0.               | 0,              | o l             |
|      | Skilled Sales & Service       | 0.               | 0.              | 0               |
| 1    | Skilled Crafts & Trades       | 0.               | 0.              | 0               |
|      | Clerical Personnel            | 0.               | 0,              | 0               |
| - 11 | Intermediate Sales & Service  | 0.               | 0,              | o l             |
| 12   | Semi-Skilled Manual           | 0.               | 0 0,            | 0               |
| 13   | Other Sales & Service         | 0.               | 0.              | o l             |
| 14   | Other Manual Workers          | 0.               |                 |                 |
| Tota | 1                             | 0.               | 0 0.            | 0               |

|                                 |                               |  |                |                 |   |                            |                 |                             | Data for                      | Subseque           | nt/Curre      | nt Goals           |     |                   |                               |                               |                                   |                |                                  |
|---------------------------------|-------------------------------|--|----------------|-----------------|---|----------------------------|-----------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|-----|-------------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A B                             | С                             | D  | E              | F               | G   | Н                          | I               | J                           | K                             | L                  | M             | N                  | 0   | P                 | Q                             | R                             | S                                 | Т              | U                                |
| Data sources:                   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry     | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry                 | СхНх3           | F + I                       | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3         | (F x Q) -<br>R + M | JxP | Data Entry        | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C            | (K - M + O) ÷ (C<br>+ F)         |
|                                 | ↓                             | ↓  | 1              | Ţ               | Ţ   | Ţ                          | Ų.              | 1                           | Ţ                             | 1                  | ↓             | Ţ                  | Ţ   | Ţ                 | <b>\</b>                      | J                             | Ţ                                 | <u> </u>       | <u>\</u>                         |
|                                 |                               |  |                |                 |   |                            |                 |                             |                               | 11: Abor           |               |                    |     |                   |                               |                               |                                   |                |                                  |
|                                 |                               |  |                |                 |   |                            |                 |                             | Subsequ                       | ent/Current        | Short-tern    | n Goals            |     |                   |                               |                               |                                   |                |                                  |
|                                 |                               |  |                | All En          | ployees   |                            |                 | ı                           |                               | 1                  |               | 1                  | T   | ·                 | nal Peoples                   | T                             |                                   |                |                                  |
|                                 | Number                        | Grev                                       | vth (New Posit | tions)          | Turnover (Re  | placement of<br>Employees) | Terminated      |                             | Number                        | Turnover (Re       | eplacement of | Hires              |     | r Goals<br>n - To |                               |                               |                                   |                |                                  |
| Employment Equity Occupational  | YVYV-MM-DD                    | Actual                                     | Proj           | netad           | Actual  |                            | ected           | Anticipated<br>Hires Over 3 | YYYY-MM-DD                    | Terminated         | Employees)    | Required           |     | - YYYY<br>- YYYY  | Present                       | Present Gap                   | Projected                         | Present        | Projected<br>Representation in 3 |
| Group (EEOG)                    | 1111-000-00                   | ACTUAL                                     | 110)           | 1               | Actual  | 110)                       |                 | Years                       | 1111-414-00                   |                    | Over 3        | Over 3<br>Years    |     |                   | Availability                  | Trescut Gup                   | Gap                               | Representation | Years                            |
|                                 |                               | Annually                                   | Annually       | Over 3<br>Years | Annually  | Annually                   | Over 3<br>Years |                             |                               | Annually           | Years         | Icars              | 0   | 3                 |                               |                               |                                   |                |                                  |
|                                 | #                             | %  | %              | #               | %   | %                          | #               | #                           | #                             | %                  | #             | #                  | #   | %                 | %                             | #                             | #                                 | %              | %                                |
| 01 Senior Managers              | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 02 Middle & Other Managers      | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | o                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 03 Professionals                | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 04 Semi-Professionals & Tech    | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 05 Supervisors                  | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 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                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 07 Administrative & Sr Clerical | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | 0   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 08 Skilled Sales & Service      | 0                             | 0.0%                                       |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 09 Skilled Crafts & Trades      | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 10 Clerical Personnel           | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 11 Intermediate Sales & Service | 0                             | 0.0%                                       |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 12 Semi-Skilled Manual          | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | 0   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 13 Other Sales & Service        | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| 14 Other Manual Workers         | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | C   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |
| Total                           | 0                             | -100.0%                                    |                | 0               | 0.0%  |                            | 0               | 0                           | 0                             | 0.0%               | 0             | 0                  | 0   | )                 | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                          |

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

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

|      | Workforce Analysis) ÷ 2) x 10 | 0.                 |                |                              |
|------|-------------------------------|--------------------|----------------|------------------------------|
|      |                               |                    |                | Table 12: Aboriginal Peoples |
| E    | loyment Equity Occupational   | Aboriginal Pec     | oples          |                              |
|      |                               | Short-term Goals 1 | ong-term Goals | Comments                     |
| Gro  | up (EEOG)                     | %                  | %              |                              |
| 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            |                              |
| Tota | 1                             | 0.0                | 0.0            |                              |

|                                 |                               |  |                |                 |   |               |                 |              | Data for                      | Subseque           | nt/Currei       | nt Goals           |       |            |                               |                               |                                   |                |                          |
|---------------------------------|-------------------------------|--|----------------|-----------------|---|---------------|-----------------|--------------|-------------------------------|--------------------|-----------------|--------------------|-------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|--------------------------|
| A B                             | C                             | D  | Е              | F               | G   | Н             | I               | J            | K                             | L                  | M               | N                  | 0     | P          | Q                             | R                             | S                                 | Т              | U                        |
| Data sources:                   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry     | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry    | СхНх3           | F+I          | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3           | (F x Q) -<br>R + M | JxP   | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K ÷ C          | (K - M + O) ÷ (C<br>+ F) |
|                                 | Ţ                             | Ţ  | Ţ              | 1               | Ţ   | Ţ             | Ţ               | Ţ            | Ţ                             | Ţ                  | Ţ               | Ų.                 | Ţ     | Ţ          | <b>\</b>                      | <b>\</b>                      | Ţ                                 | ↓              | <b>1</b>                 |
|                                 |                               |  |                |                 |   |               |                 |              |                               | : Persons          |                 |                    |       |            |                               |                               |                                   |                |                          |
|                                 |                               |  |                |                 |   |               |                 |              | Subsequ                       | ent/Current        | Short-tern      | 1 Goals            |       |            |                               |                               |                                   |                |                          |
|                                 |                               | ,  |                | All Er          | nployees  |               |                 |              |                               | ,                  |                 | ,                  | ,     | Persons wi | th Disabilitie                | S                             | ,                                 | ,              | ,                        |
|                                 | Number                        | Grov                                       | wth (New Posit | tions)          | Turnøver (R   | eplacement of | Terminated      |              | Number                        | Turmarar (D.       | eplacement of   |                    | 3 Yea | r Goals    |                               |                               |                                   |                |                          |
| Employment Equity Occupational  |                               | 7.   |                | ,               |   | Employees)    |                 | Anticipated  |                               | Terminated         |                 | Hires<br>Required  | Fron  | n - To     | Present                       |                               | Projected                         | Present        | Projected                |
| Group (EEOG)                    | YYYY-MM-DD                    | Actual                                     | Proj           | jected          | Actual  | Proj          | ected           | Hires Over 3 | YYYY-MM-DD                    |                    |                 | Over 3             | YYYY  | - YYYY     | Availability                  | Present Gap                   | Gap                               | Representation | Representation in 3      |
|                                 |                               | Annually                                   | Annually       | Over 3<br>Years | Annually  | Annually      | Over 3<br>Years | Years        |                               | Annually           | Over 3<br>Years | Years              | 0     | 3          |                               |                               |                                   |                | Years                    |
|                                 | #                             | %  | %              | #               | %   | %             | #               | #            | #                             | %                  | #               | #                  | #     | %          | %                             | #                             | #                                 | %              | %                        |
| 01/02 Managers                  | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | 0                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 03 Professionals                | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 04 Semi-Professionals & Tech    | 0                             | -100.0%                                    | ,              | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 05 Supervisors                  | 0                             | -100.0%                                    | ,              | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 06 Supervisors: Crafts & Trades | 0                             | 0.0%                                       |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 07 Administrative & Sr Clerical | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 08 Skilled Sales & Service      | 0                             | 0.0%                                       |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 09 Skilled Crafts & Trades      | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 10 Clerical Personnel           | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 11 Intermediate Sales & Service | 0                             | 0.0%                                       |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 12 Semi-Skilled Manual          | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | 0                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 13 Other Sales & Service        | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | 0                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| 14 Other Manual Workers         | 0                             | -100.0%                                    |                | (               | 0.0%  |               | 0               | 0            | C                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |
| Total                           | 0                             | -100.0%                                    |                |                 | 0.0%  |               | 0               | 0            | 0                             | 0.0%               | 0               | 0                  | 0     |            | 0.0%                          | 0                             | 0                                 | #DIV/0!        | #DIV/0!                  |

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

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

| Workforce Analysis) ÷ 2) x 10   | 10.              |                 |                                     |
|---------------------------------|------------------|-----------------|-------------------------------------|
|                                 |                  |                 | Table 14: Persons with Disabilities |
| Employment Equity Occupational  | Persons with     | Disabilities    |                                     |
| Group (EEOG)                    | Short-term Goals | Long-term Goals | Comments                            |
|                                 | %                | %               |                                     |
| 01/02 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             |                                     |
| Total                           | 0.0              | 0.0             |                                     |

|  |                               |  |                |         |   |                            |            |                             | Data for                      | Subseque           | nt/Curre      | nt Goals           |     |            |                               |                               |                                   |                    |                                  |
|--|-------------------------------|--|----------------|---------|---|----------------------------|------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|-----|------------|-------------------------------|-------------------------------|-----------------------------------|--------------------|----------------------------------|
| A B  | С                             | D  | E              | F       | G   | Н                          | I          | J                           | K                             | L                  | M             | N                  | 0   | P          | Q                             | R                             | S                                 | T                  | U                                |
| Data sources:  | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>†</sup> | Data Entry     | CxEx3   | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>‡</sup> | Data Entry                 | CxHx3      | F + I                       | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3         | (F x Q) -<br>R + M | JхР | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C                | (K - M + O) ÷ (C<br>+ F)         |
|  | <b>\</b>                      | ↓  | 1              | 1       | ↓   | <b>↓</b>                   | 1          | <b>\</b>                    | 1                             | 1                  | <b>\</b>      | Ţ                  | Ţ   | 1          | ↓                             | <b>↓</b>                      | 1                                 | 1                  | Ţ                                |
|  |                               |  |                |         |   |                            |            | 1                           | <u> Fable 15: N</u>           |                    |               |                    | 'S  |            |                               |                               |                                   |                    |                                  |
|  |                               |  |                | 4 H. F. |   |                            |            |                             | Subsequ                       | ent/Current        | Short-tern    | n Goals            | •   |            | /isible Minori                |                               |                                   |                    |                                  |
|  |                               |  |                | Auto    | nployees  |                            |            |                             |                               |                    |               |                    |     | r Goals    | isible villori                | lues                          |                                   | 1                  |                                  |
|  | Number                        | Grev                                       | vth (New Posit | tions)  | Turnover (Re  | placement of<br>Employees) | Terminated |                             | Number                        |                    | eplacement of | Hires              |     | n - To     |                               |                               |                                   |                    |                                  |
| Employment Equity Occupational                           | YYYY-MM-DD                    | Actual                                     | Proi           | jected  | Actual  |                            | ected      | Anticipated<br>Hires Over 3 | YYYY-MM-DD                    | Terminated         | Employees)    | Required           |     | - YYYY     | Present                       | Present Gap                   | Projected                         | Present            | Projected<br>Representation in 3 |
| Group (EEOG)   |                               |  |                | Over 3  |   |                            | Over 3     | Years                       |                               |                    | Over 3        | Over 3<br>Years    |     | _          | Availability                  |                               | Gap                               | Representation     | Years                            |
|  |                               | Annually                                   | Annually       | Years   | Annually  | Annually                   | Years      |                             | -                             | Annually           | Years         |                    | 0   | 3          |                               |                               |                                   |                    |                                  |
|  | #                             | %  | %              | #       | %   | %                          | #          | #                           | #                             | %                  | #             | #                  | #   | %          | %                             | #                             | #                                 | %                  | %                                |
| 01 Senior Managers                                       | 0                             | -100.0%                                    |                | C       | 0.0%  |                            | 0          | 0                           | 0                             | 0.0%               | 0             | 0                  | (   | )          | 0.0%                          | 0                             | 0                                 | #DIV/0!            | #DIV/0!                          |
| 02 Middle & Other Managers                               | 0                             | -100.0%                                    |                | C       | 0.0%  |                            | 0          | 0                           | 0                             | 0.0%               | 0             | 0                  |     | )          | 0.0%                          | 0                             | 0                                 | #DIV/0!            | #DIV/0!                          |
| 03 Professionals   | 0                             | -100.0%                                    |                |         | 0.0%  |                            | 0          | 0                           | 0                             | 0.0%               | 0             | 0                  |     | )          | 0.0%                          |                               | 0                                 | #DIV/0!            | #DIV/0!                          |
| 04 Semi-Professionals & Tech                             | 0                             | -100.0%                                    |                |         | 0.0%  |                            | 0          | 0                           | 1 0                           | 0.0%               | 0             | 0                  |     | ]          | 0.0%                          |                               | 1 0                               | #DIV/0!            | #DIV/0!                          |
| 05 Supervisors   | 0                             | -100.0%                                    |                |         | 0.0%  |                            | 0          | 0                           | 1 0                           | 0.0%               | 0             | 0                  |     | ]          | 0.0%                          |                               |                                   | #DIV/0!            | #DIV/0!                          |
| 06 Supervisors: Crafts & Trades                          | 0                             | 0.0%                                       |                |         | 0.0%  |                            | 0          | 0                           | 1 0                           | 0.0%               | 0             | 0                  |     | (          | 0.0%                          |                               | 0                                 | #DIV/0!            | #DIV/0!                          |
| 07 Administrative & Sr Clerical                          | 0                             | -100.0%                                    |                |         | 0.0%  |                            | 0          | 0                           | 1 0                           | 0.0%               | 0             | 0                  |     | (          | 0.0%<br>0.0%                  |                               | 0                                 | #DIV/0!            | #DIV/0!                          |
| 08 Skilled Sales & Service<br>09 Skilled Crafts & Trades | 0                             | 0.0%                                       |                |         | 0.0%  |                            | "          | 0                           |                               | 0.0%               | "             | "                  |     | (          | 0.0%                          |                               |                                   | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 09 Skilled Crafts & Trades 10 Clerical Personnel         | 0                             | -100.0%                                    |                |         | 0.0%  |                            | "          | 0                           |                               | 0.0%               | "             | "                  |     | (          | 0.0%                          |                               | ] ,                               | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 11 Intermediate Sales & Service                          | 0                             | 0.0%                                       |                |         | 0.0%  |                            | "          | 0                           |                               | 0.0%               | "             | "                  |     | (          | 0.0%                          |                               |                                   | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 12 Semi-Skilled Manual                                   | ٠<br>م                        | -100.0%                                    |                | "       | 0.0%  |                            |            | "                           | "                             | 0.0%               |               |                    |     | (          | 0.0%                          | ] "                           | ] ,                               | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 13 Other Sales & Service                                 | ٠<br>م                        | -100.0%                                    |                | "       | 0.0%  |                            |            | "                           | "                             | 0.0%               | "             | "                  |     | (          | 0.0%                          | ] ,                           | ] ,                               | #DIV/0!<br>#DIV/0! | #DIV/0!<br>#DIV/0!               |
| 14 Other Manual Workers                                  | 0                             | -100.0%                                    |                | 1 6     | 0.0%  |                            | 1 0        | ۱                           |                               | 0.0%               | ١             | "                  |     | (          | 0.0%                          | ] "                           |                                   | #DIV/0!            | #DIV/0!                          |
| Total  | 0                             | -100.0%                                    |                |         | 0.0%  |                            | 1 0        | 0                           | 1 0                           | 0.0%               | 0             | 0                  |     | )          | 0.0%                          | 1 0                           | 1 0                               | #DIV/0!            | #DIV/0!                          |

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

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

|      | Workforce Analysis) ÷ 2) x 100 | 0.                 |                 |   |
|------|--------------------------------|--------------------|-----------------|---|
|      |                                |                    |                 | Table 16: Members of Visible Minorities |
| Emr  | loyment Equity Occupational    | Members of Visible |                 |   |
|      | ip (EEOG)                      | Short-term Goals   | Long-term Goals | Comments                                |
|      |                                | %                  | %               |   |
|      | 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             |   |
| Tota | l .                            | 0.0                | 0.0             |   |

|                                      |      |                                  |                                    |                |                                  |                |                  | Feder          | ral Contr                     | actors                           | Prograi          | n Achie          | vement     | Report                        |                                    |             |             |            |                               |                                  |                |                  |            |
|--------------------------------------|------|----------------------------------|------------------------------------|----------------|----------------------------------|----------------|------------------|----------------|-------------------------------|----------------------------------|------------------|------------------|------------|-------------------------------|------------------------------------|-------------|-------------|------------|-------------------------------|----------------------------------|----------------|------------------|------------|
|                                      |      |                                  |                                    |                |                                  |                |                  |                | I                             | Part 4: I                        | Results          | - Wome           | en         |                               |                                    |             |             |            |                               |                                  |                |                  |            |
|                                      |      |                                  |                                    |                |                                  |                |                  |                |                               | WSP                              | Canad            | la Inc.          |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
|                                      |      |                                  |                                    |                |                                  |                |                  |                |                               | 20                               | 019-12-          | 19               |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| A B                                  | С    | D                                | E                                  | F              | G                                | Н              | I                | J              | K                             | L                                | M                | N                | О          | P                             | Q                                  | R           | S           | Т          | U                             | V                                | W              | X                | Y          |
| Data sources:                        |      | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis   | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100 | E - H            | E ÷ H<br>x 100 | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100      | L-N        | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data C<br>Analysis | ) ÷ P x 100 | P x F ÷ 100 | Q - S      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100      | V - X      |
| <u> </u>                             |      | Į į                              | ↓                                  | Ţ              | <u> </u>                         | ↓ ↓            | Ţ                | 1              | <b>V</b>                      | Ů ↓                              | 1                | 1                | ĮV         | <u> </u>                      | <u> </u>                           | Ţ           | J.          | <b>↓</b>   | <u> </u>                      | <u> </u>                         | Ţ              | Ţ                | Ţ.         |
|                                      |      |                                  | V                                  |                | orce An                          |                |                  |                |                               |                                  |                  |                  |            |                               | Flow D                             | ata Ai      | alysis      |            |                               |                                  |                |                  |            |
| Employment Equity Occupational Group | Year |                                  |                                    | V              | orkforce                         |                |                  |                |                               | 1                                | Hires            |                  |            |                               | Pr                                 | omotion     |             |            |                               | Tei                              | minatio        |                  |            |
| (EEOG)                               |      | All Employees                    | Represen                           | tation         | Wo<br>Avail                      |                | Gap              | EE Result      | All Employees                 | Ac                               | tual             | omen<br>Expected | Difference | All Employee                  | Actu                               |             | Expected    | Difference | All Employee                  | Actu                             |                | omen<br>Expected | Difference |
|                                      | #    | #                                | #                                  | %              | %                                | #              | #                | %              | #                             | #                                | %                | #                | #          | #                             | #                                  | %           | #           | #          | #                             | #                                | %              | #                | #          |
| 01 Senior Managers                   | 2019 | 36                               | 8                                  | 22.2           | 27.6<br>0.0                      | 10             | -2               | 80.5<br>0.0    |                               |                                  | 0.0              | 0                |            |                               |                                    | 0.0         | 0           |            |                               | 0                                | 0.0            |                  | ) 0        |
| 02 Middle & Other                    | 2019 | 1,764                            | 405                                | 23.0           | 39.4                             | 695            | -290             |                |                               | 0                                | 0.0              | 0                |            | , .                           |                                    | 0.0         | U           | <u> </u>   | 1                             | , O                              | 0.0            |                  | <u> </u>   |
| Managers                             | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0                | C          | ) C                           | 0                                  | 0.0         | 0           | C          | ) (                           | 0                                | 0.0            | (                | 0          |
| 03 Professionals                     | 2019 | 2,801                            | 926                                | 33.1           | 22.8                             | 639            | 287              | 145.0          | 0                             | 0                                | 0.0              | 0                |            |                               | 0                                  | 0.0         | 0           |            |                               | 0                                | 0.0            |                  | )          |
| 04 Semi-Professionals &              | 2019 | 2,260                            | 529                                | 23.4           | 19.5                             |                | 88               |                |                               |                                  | 0.0              |                  |            | ,                             |                                    | 0.0         | 0           |            | <u> </u>                      | 1                                | 0.0            |                  |            |
| Technicians                          | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0                | C          | C                             | 0                                  | 0.0         | 0           | C          | ) (                           | 0                                | 0.0            | C                | , 0        |
| 05 Supervisors                       | 2019 | 0                                | 1 0                                | 100.0          | 53.8                             | 0              | 0                | 185.9<br>0.0   | 0                             | 0                                | 0.0              | 0                | C          |                               | 0                                  | 0.0         | 0           | 0          |                               | 0                                | 0.0            | (                | ) c        |
| 06 Supervisors: Crafts &             | 2019 | 0                                | 0                                  | 0.0            | 0.0                              | 0              | 0                | 0.0            | -                             |                                  |                  |                  |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| Trades                               | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0                | C          | ) C                           | 0                                  | 0.0         | 0           | C          |                               | 0                                | 0.0            | (                | 0          |
| Data sources:                        |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data E<br>Analysis | ÷ D x 100      | Part 3:<br>Goals                 | E ÷ G x<br>100 | Part 3:<br>Goals | F ÷ I x 100    | Part 3: Goals                 | E÷ K x 100                       | Part 3:<br>Goals | F ÷ M x 100      |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 2                                    | 1    | <u> </u>                         | <b></b>                            | 1              | <b>.</b> \                       | \              | <b>\</b>         | \              | ` ↓                           | <u> </u>                         | \                | Ų.               | 1          |                               |                                    |             |             |            |                               |                                  |                |                  |            |
|                                      |      |                                  | Entran                             | ts             |                                  |                |                  |                | oals                          | _                                |                  |                  |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| Employment Equity Occupational Group | Year | FI                               | ow Data<br>Wome                    | en             |                                  |                | rm Goals         | 5              |                               | Long-ter<br>Won                  |                  |                  |            |                               |                                    |             | c           | ommen      | to                            |                                  |                |                  |            |
| (EEOG)                               |      | All Employees                    | Actu                               |                | Goal                             | Percent of     | Goal             | Percent of     | Goal                          | Percent of                       | Goal             | Percent of       |            |                               |                                    |             | •           | VIIIIICII  | 113                           |                                  |                |                  |            |
|                                      | #    | #                                | #                                  | %              | H                                | Goal Met       | %                | Goal Met       | #                             | Goal Met                         | %                | Goal Met         |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 01 Senior Managers                   | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 27.6             | 0.0            | 0                             | 0.0                              |                  | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| Middle & Other                       | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 0.0<br>39.4      |                | 0                             | 0.0                              | 0.0<br>39.4      | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 02 Managers                          | 3    | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 0.0              |                | "                             | 0.0                              | 0.0              | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 03 Professionals                     | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 0.0              |                | 0                             | 0.0                              | 0.0              |                  |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| G : D C : 1 0                        | 3    | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 0.0              |                | 0                             | 0,0                              | 0.0              | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 04 Semi-Professionals & Technicians  | 3    | 0                                | 0                                  | 0.0            |                                  | 0.0            | 0.0              | 0.0            | V                             | 0.0                              | 0.0              |                  |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 05 Supervisors                       | 0 3  | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 0.0              |                | 0                             | 0.0                              | 0.0              | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| 06 Supervisors: Crafts &             | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0            | 0.0              |                | 0                             | 0.0                              | 0.0              | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |
| Trades                               | 3    | 0                                | 0                                  | 0.0            |                                  |                | 0.0              | 0.0            |                               |                                  | 0.0              | 0.0              |            |                               |                                    |             |             |            |                               |                                  |                |                  |            |

|  |       |          |                                  |                                  |                    |                                  |                |                  | Feder          | al Contr                      |                                  | _                |               |                 | Report                        |                                    |  |               |                 |                               |                                  |                |               |                 |
|--|-------|----------|----------------------------------|----------------------------------|--------------------|----------------------------------|----------------|------------------|----------------|-------------------------------|----------------------------------|------------------|---------------|-----------------|-------------------------------|------------------------------------|--|---------------|-----------------|-------------------------------|----------------------------------|----------------|---------------|-----------------|
|  |       |          |                                  |                                  |                    |                                  |                |                  |                | I                             | Part 4: I                        |                  |               | en              |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
|  |       |          |                                  |                                  |                    |                                  |                |                  |                |                               |                                  | Canad            |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
|  |       |          |                                  |                                  |                    |                                  |                |                  |                |                               | 20                               | 019-12-          | 19            |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| A B                                    |       | C        | D                                | Е                                | F                  | G                                | Н              | I                | J              | K                             | L                                | M                | N             | О               | P                             | Q                                  | R                                      | s             | Т               | U                             | V                                | W              | X             | Y               |
| Data sources:                          |       |          | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis | E ÷ D<br>x 100     | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100 | E - H            | E ÷ H<br>x 100 | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100   | L-N             | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data Q<br>Analysis | ÷ P x 100                              | P x F ÷ 100   | Q - S           | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100   | V - X           |
| I                                      |       |          | Ţ                                | <b>\</b>                         | 1                  | <b></b>                          | <b>1</b>       | <b></b>          | <b></b>        | ↓ ↓                           | <b>1</b>                         | <b></b>          | <b></b>       | Ψ               | Ų.                            | <b>Ψ</b>                           | Ţ                                      | Ψ,            | Ţ               | Ţ                             | T T                              | 1              | Ţ             | Ţ               |
|  |       |          |                                  | 1                                | Workf              | orce An                          | alysis         |                  |                |                               |                                  |                  |               |                 |                               | Flow D                             | ata An                                 | alysis        |                 |                               |                                  |                |               |                 |
| Employment Equ                         |       | ear      |                                  |                                  | Ŋ                  | orkforce/                        |                |                  |                |                               |                                  | Hires            |               |                 |                               | Pro                                | motion                                 | S             |                 |                               | Tei                              | minatio        | ns            |                 |
| Occupational Gro<br>(EEOG)             | up    |          | All Employees                    | _                                |                    |                                  | men            |                  |                | All Employees                 |                                  |                  | omen          |                 | All Employees                 |                                    | ······································ | men           |                 | All Employees                 |                                  |                | omen          |                 |
| (EEGG)                                 | H     | #        | #                                | Represer                         | ntation<br>%       | Avail                            | ability<br>#   | Gap<br>#         | EE Result      | H                             | # Act                            | tual %           | Expected<br># | Difference<br># | #                             | Actua                              | d<br>%                                 | Expected<br># | Difference<br># | #                             | Actu                             | ıal<br>%       | Expected<br># | Difference<br># |
| Administrative &                       |       | 019      | 449                              | 399                              | 88.9               | 81.2                             |                | 34               |                | ,                             | 7                                |                  | #             | -               |                               |                                    | 70                                     | 7             |                 | -                             |                                  | 70             |               |                 |
| 07   Administrative & Senior Clerical  |       | 0        | 0                                | 0                                | 0.0                | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0             | C               | ) (                           | 0                                  | 0.0                                    | 0             | 0               | C                             | 0                                | 0.0            | 0             | ) (             |
| 08 Skilled Sales &                     | . —   | 019      | 0                                | 0                                | 0.0                | 0.0                              | 0              | 0                | 0.0            |                               |                                  |                  |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Service Personn Skilled Crafts &       |       | 0<br>019 | 0                                | 0                                | 0.0                | 0.0<br>13.5                      | 0              | -1               | 0.0            | 0                             | 0                                | 0.0              | 0             | С               | 0                             | 0                                  | 0.0                                    | 0             | 0               | C                             | 0                                | 0.0            | 0             | ) (             |
| 09 Trades Workers                      |       | 0        | 0                                | 0                                | 0.0                | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0             | 0               |                               | 0                                  | 0.0                                    | 0             | 0               | 0                             | 0                                | 0.0            | 0             | ) (             |
| 10 Clerical Personn                    | ,1 2  | 019      | 175                              | 136                              | 77.7               | 65.1                             | 114            | 22               | 119.4          |                               |                                  |                  |               |                 |                               |                                    |  | -             |                 |                               |                                  |                |               |                 |
|  |       | 0        | 0                                | 0                                | 0.0                | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0             | C               | ) (                           | 0                                  | 0.0                                    | 0             | 0               | C                             | 0                                | 0.0            | 0             | ) (             |
| 11 Intermediate Sal<br>Service Personn |       | 019<br>0 | 0                                | 0                                | 0.0                | 0.0                              | 0              | 0                | 0.0            |                               | 0                                | 0.0              |               |                 |                               | 0                                  | 0.0                                    | 0             |                 |                               | 0                                | 0.0            |               |                 |
| Semi-Skilled Ma                        |       | 019      | 3                                | 1                                | 33.3               | 20.1                             | 1              | 0                | 165.8          | - 0                           | 1                                | 0.0              | -             |                 | 1                             | 0                                  | 0.0                                    | 0             |                 |                               | 0                                | 0.0            |               |                 |
| Workers Workers                        |       | 0        | 0                                | 0                                | 0.0                | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0             | C               | ) c                           | 0                                  | 0.0                                    | 0             | 0               | C                             | 0                                | 0.0            | 0             | ) (             |
|  |       |          | D . 2 El                         | Part 2: Flow                     |                    | ъ. 2                             | Б. С           | B . 2            |                |                               |                                  |                  |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Data sources:                          |       |          | Part 2: Flow<br>Data Analysis    | Data I<br>Analysis               | E ÷ <b>D</b> x 100 | Part 3:<br>Goals                 | E÷Gx<br>100    | Part 3:<br>Goals | F ÷ I x 100    | Part 3: Goals                 | E ÷ K x 100                      | Part 3:<br>Goals | F ÷ M x 100   |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
|  |       |          | ↓ ``                             | <b>\</b>                         | <b>1</b>           | <b>.</b> .                       | <u> </u>       | <b>\</b>         | Ţ              | <b>↓</b>                      | 1                                | 1                | 1             |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
|  |       |          | New                              | Entran                           | its                |                                  |                |                  | G              | oals                          |                                  |                  |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Employment Equ                         |       | ear      | Fl                               | ow Data                          |                    |                                  | Short-ter      |                  | ş              |                               | Long-ter                         |                  |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Occupational Gro                       | up [  |          | All Employees                    | Won                              |                    |                                  | Percent of     | men              | Percent of     |                               | Won<br>Percent of                |                  | Percent of    |                 |                               |                                    |  | C             | ommen           | ts                            |                                  |                |               |                 |
| (EEOG)                                 |       |          | • •                              | Actu                             | ıal                | Goal                             | Goal Met       | Goal             | Goal Met       | Goal                          | Goal Met                         | Goal             | Goal Met      |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| 1                                      |       | #        | #                                | #                                | %                  | #                                | %              | %                | %              | #                             | %                                | %                | %             |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| 07 Administrative & Senior Clerical    |       | 3        | 0                                | 0                                | 0.0                | 0                                | 0.0            | 0.0              | 0.0            | 0                             | 0.0                              | 0.0              | 0.0           | -               |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Skilled Sales &                        |       | 0        | 0                                | 0                                | 0.0                | 0                                | 0.0            |                  |                | 0                             | 0.0                              | 1                |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| 08 Service Personn                     | 1     | 3        | 0                                | 0                                | 0.0                |                                  |                | 0.0              |                |                               |                                  | 0.0              | 0.0           |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| 09 Skilled Crafts &                    |       | 0        | 0                                | 0                                | 0.0                | 0                                | 0.0            | 13.5             |                | 0                             | 0.0                              | 13.5             |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Trades Workers                         |       | 3        | 0                                | 0                                | 0.0                | 0                                | 0.0            | 0.0              |                | 0                             | 0,0                              | 0.0              |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| 10 Clerical Personn                    | al I— | 3        | 0                                | 0                                | 0.0                | - ·                              | 0.0            | 0.0              |                | 0                             | 0.0                              | 0.0              |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| 11 ( 0.1                               |       | 0        | 0                                | 0                                | 0.0                | 0                                | 0.0            | 0.0              |                | 0                             | 0.0                              | 0.0              |               |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Intermediate Sal                       |       |          |                                  |                                  |                    |                                  |                |                  |                | -                             |                                  | 0.0              | 0.0           |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |
| Service Personn  Semi-Skilled Ma       |       | 3        | 0                                | 0                                | 0.0                |                                  | 0.0            | 0.0              | 0.0            | 0                             |                                  | 0.0              | 0.0           |                 |                               |                                    |  |               |                 |                               |                                  |                |               |                 |

|                                      |   |                                  |                                  |                |                                  |                        |                  | Feder                  | al Contr                      | actors                           | Prograi          | m Achie                | vement     | Report                        |                                  |             |               |            |                               |                                  |                |                  |            |
|--------------------------------------|---|----------------------------------|----------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|-------------|---------------|------------|-------------------------------|----------------------------------|----------------|------------------|------------|
|                                      |   |                                  |                                  |                |                                  |                        |                  |                        | F                             |                                  |                  | - Wome                 | n          |                               |                                  |             |               |            |                               |                                  |                |                  |            |
|                                      |   |                                  |                                  |                |                                  |                        |                  |                        |                               | WSP                              | Canad            | la Inc.                |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
|                                      |   |                                  |                                  |                |                                  |                        |                  |                        |                               | 20                               | 019-12-          | -19                    |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| A B                                  | С                                       | D                                | E                                | F              | G                                | Н                      | I                | J                      | K                             | L                                | M                | N                      | 0          | P                             | Q                                | R           | S             | Т          | U                             | V                                | W              | X                | Y          |
| Data sources:                        |   | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100         | E-H              | E÷H<br>x 100           | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100            | L-N        | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | Q ÷ P x 100 | P x F ÷ 100   | Q - S      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100      | V - X      |
|                                      |   | <b>.</b>                         | <b>\</b>                         | <b>\</b>       | <b>V</b>                         | <b>\</b>               | ↓ ·              | Ţ                      | J.                            | <b>\</b>                         | Ų.               | 1                      | ↓          | <u> </u>                      | <b>\</b>                         | Ų.          | 1             | ↓          | <u> </u>                      | <b></b>                          | <b>\</b>       | Ţ                | <u> </u>   |
|                                      |   |                                  | ,                                |                | orce An                          |                        |                  |                        |                               |                                  |                  |                        |            |                               |                                  |             | nalysis       |            |                               |                                  |                |                  |            |
| Employment Equity Occupational Group | Year                                    |                                  |                                  | N              | orkforce/                        |                        |                  |                        |                               |                                  | Hires            |                        |            |                               | F                                | romotio     |               |            |                               | Tei                              | minatio        |                  |            |
| (EEOG)                               |   | All Employees                    | Represe                          | ntation        | Wo Avail                         | men<br>ability         | Gap              | EE Result              | All Employees                 | Ac                               | tual             | Expected               | Difference | All Employees                 | Ac                               |             | Omen Expected | Difference | All Employees                 | Acti                             |                | omen<br>Expected | Difference |
|                                      | #                                       | #                                | #                                | %              | %                                | #                      | #                | %                      | #                             | #                                | %                | #                      | #          | #                             | #                                | %           | #             | #          | #                             | #                                | %              | #                | #          |
| Other Sales & Service                | 2019                                    | 1                                | 0                                | 0.0            | 54.0                             | 1                      | -1               | 0.0                    |                               |                                  |                  |                        |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| Personnel                            | 0                                       | 0                                | 0                                | 0.0            | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0         | 0             | 0          | 0                             | 0                                | 0.0            | 0                | 0          |
| 14 Other Manual Workers              | 2019                                    | 2                                | 2                                | 100.0          | 17.6                             | 0                      | 2                | 568.2                  |                               |                                  |                  |                        |            |                               | ļ                                |             |               |            |                               |                                  |                |                  |            |
|                                      | 0<br>2019                               | 7,499                            | 2,407                            | 32.1           | 0.0<br>30.2                      | 2,265                  | 142              | 0.0<br>106.3           | 0                             | 0                                | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0         | 0             | 0          | 0                             | 0                                | 0.0            | 0                | 0          |
| Total                                | 0                                       | 7,499                            | 2,407                            | 0.0            | 0.0                              | 2,203                  | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0         | 0             | 0          | 0                             | 0                                | 0.0            | 0                | 0          |
|                                      |   |                                  |                                  |                |                                  |                        |                  |                        |                               |                                  |                  |                        |            | 1                             | l                                |             |               |            |                               | <u> </u>                         |                |                  |            |
| Data sources:                        |   | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data<br>Analysis | E ÷ D x 100    | Part 3:<br>Goals                 | E÷Gx<br>100            | Part 3:<br>Goals | F ÷ I x 100            | Part 3: Goals                 | E÷Kx100                          | Part 3:<br>Goals | F ÷ M x 100            |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| i                                    | *************************************** | <u> </u>                         | <b>\</b>                         |                | <b>.</b>                         | <b></b>                | <u> </u>         | Ţ                      | Ţ                             | <u> </u>                         | Ψ.               | <b>\</b>               |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
|                                      |   | New                              | Entrar                           | ıts            |                                  |                        |                  | G                      | oals                          |                                  |                  |                        |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| Employment Equity                    | Year                                    | F                                | low Data                         |                |                                  | Short-te               | rm Goals         | i                      |                               | Long-ter                         | m Goals          |                        |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| Occupational Group                   | rear                                    |                                  | Won                              | nen            |                                  |                        | men              |                        |                               | Won                              |                  |                        |            |                               |                                  |             | (             | Sommen     | ts                            |                                  |                |                  |            |
| (EEOG)                               |   | All Employees                    | Acti                             |                | Goal                             | Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met | Goal                          | Percent of<br>Goal Met           | Goal             | Percent of<br>Goal Met |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| Total on :                           | #                                       | #                                | #                                | %              | #                                | %                      | %                | %                      | #                             | %                                | %                | %                      |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| Other Sales & Service<br>Personnel   | 3                                       | 0                                | 0                                | 0.0            | 0                                | 0.0                    | 50.0             | 0.0                    | 0                             | 0.0                              | 50.0             |                        |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
|                                      | 0                                       | 0                                | 0                                | 0.0            | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              |                        |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| 14 Other Manual Workers              | 3                                       | 0                                | 0                                | 0.0            |                                  |                        | 0.0              |                        |                               |                                  | 0.0              | -                      |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
| Total                                | 0                                       | 0                                | 0                                | 0.0            | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              |                        |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |
|                                      | 3                                       | 0                                | 0                                | 0.0            |                                  |                        | 0.0              | 0.0                    |                               |                                  | 0.0              | 0.0                    |            |                               |                                  |             |               |            |                               |                                  |                |                  |            |

|                                     |      |                                  |                                    |                |                                  |                        |                  | Feder                  | al Contr                      |                                  |                  |                        |            | Report                        |                                    |             |             |            |                               |                                  |                |             |       |
|-------------------------------------|------|----------------------------------|------------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|------------------------------------|-------------|-------------|------------|-------------------------------|----------------------------------|----------------|-------------|-------|
|                                     |      |                                  |                                    |                |                                  |                        |                  |                        | Part 5                        |                                  |                  |                        | Peoples    |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     |      |                                  |                                    |                |                                  |                        |                  |                        |                               | WSP                              | Canad            | la Inc.                |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     |      |                                  |                                    |                |                                  |                        |                  |                        |                               | 20                               | 019-12-          | 19                     |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| A B                                 | С    | D                                | E                                  | F              | G                                | Н                      | I                | J                      | K                             | L                                | M                | N                      | 0          | P                             | Q                                  | R           | S           | Т          | U                             | V                                | W              | X           | Y     |
| Data sources:                       |      | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis   | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100         | E - H            | E ÷ H<br>x 100         | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L ÷ K<br>x 100   | K x G ÷ 100            | L-N        | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data C<br>Analysis | ) ÷ P x 100 | P x F ÷ 100 | Q - S      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100 | V - X |
|                                     |      | J                                |                                    | Ţ              | Ţ                                | V                      | <b></b>          | Ψ.                     | Ţ                             | Ψ.                               | <b>1</b>         | Ψ.                     | <b></b>    |                               | <u> </u>                           | <b></b>     | 1           | Ţ          | Ţ                             | <b>.</b>                         | Ţ              | <b></b>     | Ţ     |
|                                     |      |                                  | V                                  | Vorkfo         | orce An                          | alysis                 |                  |                        |                               |                                  |                  |                        |            |                               | Flow D                             | ata Ai      | nalysis     |            |                               |                                  |                |             |       |
| Employment Equity                   | Year |                                  |                                    | W              | orkforce                         |                        |                  |                        |                               |                                  | Hires            |                        |            |                               | Pr                                 | omotior     | 18          |            |                               | Te                               | rminati        | ns          |       |
| Occupational Group                  |      | All Employees                    |                                    |                | Aborigina                        |                        |                  |                        | All Employees                 |                                  |                  | nal Peoples            |            | All Employee                  | s                                  |             | nal Peoples |            | All Employee                  |                                  |                | nal Peoples |       |
| (EEOG)                              |      |                                  | Represent                          |                | Avails                           |                        | Gap              | EE Result              | •                             | Ac                               | tual             | Expected               | Difference |                               | Actu                               |             | Expected    | Difference |                               | Act                              |                | Expected    |       |
|                                     | 2019 | # 36                             | # 0                                | %<br>0.0       | 3.2                              | #                      | # -1             | 0.0                    | #                             | #                                | %                | #                      | #          | #                             | #                                  | %           | #           | #          | #                             | #                                | %              | #           | #     |
| 01 Senior Managers                  | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          | ) (                           | 0                                  | 0.0         | 0           | 0          |                               | 0                                | 0.0            |             |       |
| 02 Middle & Other                   | 2019 | 1,764                            | 7                                  | 0.4            | 2.7                              | 48                     | -41              |                        |                               |                                  |                  |                        |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| Managers                            | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          | ) (                           | 0                                  | 0.0         | 0           | C          | ) (                           | 0                                | 0.0            | (           | 0 (   |
| 03 Professionals                    | 2019 | 2,801                            | 25                                 | 0.9            | 1.5                              |                        | -17              |                        |                               |                                  |                  |                        |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     | 2019 | 2,260                            | 24                                 | 0.0            | 0.0<br>2.7                       |                        | -37              | 0.0<br>39.3            | 0                             | 0                                | 0.0              | 0                      | C          | ) (                           | 0                                  | 0.0         | 0           | 0          |                               | 0                                | 0.0            | (           | 0 0   |
| 04 Semi-Professionals & Technicians | 0    | 2,200                            | 0                                  | 0.0            | 0.0                              | 01                     | -37              | 0.0                    | 0                             | 0                                | 0.0              | 0                      |            | ) (                           | 0                                  | 0.0         | 0           | 0          |                               | 0                                | 0.0            |             |       |
|                                     | 2019 | 1                                | 0                                  | 0.0            | 3.1                              | 0                      | 0                |                        |                               |                                  | 0.0              | Ť                      |            |                               |                                    | 0.0         |             |            |                               |                                  | 0.0            | <u> </u>    | 1     |
| 05 Supervisors                      | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          | ) (                           | 0                                  | 0.0         | 0           | C          | ) (                           | 0                                | 0.0            | (           | 0 (   |
| 06 Supervisors: Crafts &            | 2019 | 0                                | 0                                  | 0.0            | 0.0                              | 0                      | 0                | 0.0                    | _                             |                                  |                  | _                      |            |                               |                                    |             | _           |            |                               |                                  |                |             |       |
| Trades                              | 0    | 0                                | 0                                  | 0.0            | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          |                               | 0                                  | 0.0         | 0           | C          | )  (                          | 0                                | 0.0            | (           | 0  (  |
| Data sources:                       |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data E<br>Analysis | ÷ D x 100      | Part 3:<br>Goals                 | E÷Gx<br>100            | Part 3:<br>Goals | F÷I x 100              | Part 3: Goals                 | E ÷ K x 100                      | Part 3:<br>Goals | F÷M x 100              |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     |      | J                                | Ţ                                  | 1              | Ų.                               | Ţ                      | Ų.               | Ų.                     | Ų                             | Ţ                                | <b>↓</b>         | 1                      |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     |      | New                              | Entrant                            | ts             |                                  |                        |                  | G                      | oals                          |                                  |                  |                        |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| Employment Equity                   | Year | FI                               | ow Data                            |                |                                  | Short-tei              |                  | S                      |                               | Long-ter                         |                  |                        |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| Occupational Group                  | 1    | All Employees                    | Aboriginal l                       | Peoples        |                                  | Aborigin               | al Peoples       | D                      |                               | Aborigina                        | l Peoples        | n                      |            |                               |                                    |             | C           | ommen      | ts                            |                                  |                |             |       |
| (EEOG)                              |      |                                  | Actua                              | ıl             | Goal                             | Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met | Goal                          | Percent of<br>Goal Met           | Goal             | Percent of<br>Goal Met |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     | #    | #                                | Ħ                                  | %              | #                                | %                      | %                | %                      | #                             | %                                | %                | %                      |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| 01 Senior Managers                  | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0                    | 3.2              |                        | 0                             | 0.0                              | 3.2              | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| Middle & Other                      | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0                    | 0.0<br>2.7       |                        | 0                             | 0.0                              | 0.0<br>2.7       | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| 02 Managers                         | 3    | 0                                | 0                                  | 0.0            |                                  | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| 03 Professionals                    | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0                    | 1.5              |                        | 0                             | 0.0                              | 1.5              |                        |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
|                                     | 3    | 0                                | 0                                  | 0.0            |                                  |                        | 0.0              |                        |                               |                                  | 0.0              | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| 04 Semi-Professionals &             | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0                    | 2.7              |                        | 0                             | 0.0                              | 2.7              |                        |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| Technicians                         | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0                    | 0.0              |                        | ^                             | 0,0                              | 0.0              | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| 05 Supervisors                      | 3    | 0                                | 0                                  | 0.0            | U                                | 0.0                    | 0.0              |                        | U                             | 0.0                              | 0.0              | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| Of Supervisors: Crafts &            | 0    | 0                                | 0                                  | 0.0            | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              | 0.0                    |            |                               |                                    |             |             |            |                               |                                  |                |             |       |
| 06 Trades                           | 3    | 1 0                              | 0                                  | 0.0            |                                  |                        | 0.0              |                        |                               |                                  | 0.0              |                        | 1          |                               |                                    |             |             |            |                               |                                  |                |             |       |

|  |      |                                  |                                     |                       |                                  |                        |                  | redei        | al Contr                      |                                  |                  |                         | Peoples    | Report                        |                                    |           |                       |            |                               |                                  |                |                         |            |
|--|------|----------------------------------|-------------------------------------|-----------------------|----------------------------------|------------------------|------------------|--------------|-------------------------------|----------------------------------|------------------|-------------------------|------------|-------------------------------|------------------------------------|-----------|-----------------------|------------|-------------------------------|----------------------------------|----------------|-------------------------|------------|
|  |      |                                  |                                     |                       |                                  |                        |                  |              | ганз                          |                                  | Canac            | _                       | reopies    |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
|  |      |                                  |                                     |                       |                                  |                        |                  |              |                               |                                  |                  |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
|  |      |                                  |                                     |                       |                                  |                        |                  |              |                               | 20                               | 019-12-          | 19                      |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| A B                                    | С    | D                                | E                                   | F                     | G                                | Н                      | I                | J            | K                             | L                                | M                | N                       | О          | Р                             | Q                                  | R         | S                     | Т          | U                             | V                                | W              | X                       | Y          |
| Data sources:                          |      | Part 1:<br>Workforce<br>Analysis |                                     | E ÷ <b>D</b><br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100         | E - H            | E÷H<br>x 100 | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100             | L-N        | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data C<br>Analysis | • P x 100 | P x F ÷ 100           | Q - S      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100             | V - X      |
| İ                                      |      | <u> </u>                         | Į į                                 | J.                    | Ų.                               | Ţ                      | Ţ                | Ţ            | <b>↓</b>                      | <u> </u>                         | <u> </u>         | <u> </u>                | <u> </u>   | <u> </u>                      | <u> </u>                           | J.        | 1                     | Ų.         | 1                             | <u> </u>                         | <b>↓</b>       | Į.                      | <u> </u>   |
|  |      |                                  | W                                   | orkfo                 | orce An                          | alysis                 |                  |              |                               |                                  |                  |                         |            |                               | Flow D                             | ata Ai    | nalysis               |            |                               |                                  |                |                         |            |
| Employment Equity Occupational Group   | Year |                                  |                                     | W                     | orkforce                         |                        |                  |              |                               |                                  | Hires            |                         |            |                               | Pr                                 | omotior   |                       |            |                               | Tei                              | minatio        |                         |            |
| (EEOG)                                 |      | All Employees                    | Representa                          | tion                  | Aborigina<br>Availa              |                        | Gap              | EE Result    | All Employees                 | Act                              | Aborig<br>tual   | nal Peoples<br>Expected | Difference | All Employee                  | s Actu                             |           | nal Peoples  Expected | Difference | All Employee                  | Acti                             |                | nal Peoples<br>Expected | Difference |
|  | #    | #                                |                                     | %                     | %                                | #                      | #                | %            | #                             | #                                | %                | #                       | #          | #                             | #                                  | %         | #                     | #          | #                             | #                                | %              | #                       | #          |
| 07 Administrative &                    | 2019 | 449                              | 6                                   | 1.3                   | 2.5                              | 11                     | -5               | 53.5         |                               |                                  |                  |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Senior Clerical Skilled Sales &        | 2019 | 0                                | 0                                   | 0.0                   | 0.0                              | 0                      | 0                | 0.0          | 0                             | 0                                | 0.0              | 0                       | C          | ) (                           | 0                                  | 0.0       | 0                     | 0          |                               | 0                                | 0.0            | (                       | 1 0        |
| 08 Service Personnel                   | 0    | 0                                | 0                                   | 0.0                   | 0.0                              | 0                      | 0                | 0.0          | 0                             | 0                                | 0.0              | 0                       | C          | ) (                           | 0                                  | 0.0       | 0                     | C          |                               | 0                                | 0.0            | (                       | ) (        |
| 09 Skilled Crafts &                    | 2019 | 7                                | 0                                   | 0.0                   | 7.0                              | 0                      | 0                | 0.0          |                               |                                  |                  |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Trades Workers                         | 0    | 0                                | 0                                   | 0.0                   | 0.0                              | 0                      | 0                | 0.0          | 0                             | 0                                | 0.0              | 0                       | C          | ) (                           | 0                                  | 0.0       | 0                     | C          | ) (                           | 0                                | 0.0            | C                       | , C        |
| 10 Clerical Personnel                  | 2019 | 175                              | 0                                   | 0.0                   | 2.3<br>0.0                       | 0                      | -4               | 0.0          | 0                             | 0                                | 0.0              | 0                       | 0          | ) (                           | 0                                  | 0.0       | 0                     | 0          |                               | 0                                | 0.0            | (                       | ) (        |
| 11 Intermediate Sales &                | 2019 | 0                                | 0                                   | 0.0                   | 0.0                              | 0                      | 0                | 0.0          | -                             |                                  | 0.0              | ·                       |            |                               |                                    | 0.0       |                       |            |                               |                                  | 0.0            |                         | †          |
| Service Personnel                      | 0    | 0                                | 0                                   | 0.0                   | 0.0                              | 0                      | 0                | 0.0          | 0                             | 0                                | 0.0              | 0                       | C          | ) (                           | 0                                  | 0.0       | 0                     | C          | ) (                           | 0                                | 0.0            | (                       | C          |
| 12 Semi-Skilled Manual<br>Workers      | 2019 | 3                                | 0                                   | 0.0                   | 0.8                              | 0                      | 0                | 0.0          | 0                             | 0                                | 0.0              |                         |            |                               | 0                                  | 0.0       | 0                     | 0          |                               | 0                                | 0.0            | (                       | ) (        |
|  |      |                                  |                                     | 0.0                   | 0.0                              |                        |                  | 0.0          |                               |                                  | 1 0.0            |                         | <u> </u>   | 1                             | <u> </u>                           | 0.0       |                       |            | 1                             | ·  •:                            | 0.0            |                         |            |
| Data sources:                          |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data E÷<br>Analysis | D x 100               | Part 3:<br>Goals                 | E÷Gx<br>100            | Part 3:<br>Goals | F÷I x 100    | Part 3: Goals                 | E÷Kx100                          | Part 3:<br>Goals | F÷M x 100               |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
|  |      | <b>.</b>                         | <b>↓</b>                            | 1                     | <b>1</b>                         | 1                      | ↓                | <u> </u>     | <b>J</b>                      | <b>↓</b>                         | ↓                | 1                       |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
|  |      |                                  | Entrants                            | \$                    |                                  |                        |                  |              | oals                          |                                  |                  |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Employment Equity                      | Year | Fl                               | ow Data  Aboriginal Pe              | annlae                |                                  | Short-tei<br>Aborigini |                  | i            |                               | Long-teri                        |                  |                         |            |                               |                                    |           |                       |            | 4                             |                                  |                |                         |            |
| Occupational Group (EEOG)              |      | All Employees                    | Actual                              |                       | Goal                             | Percent of             | Goal             | Percent of   | Goal                          | Percent of                       | Goal             | Percent of              |            |                               |                                    |           | ·                     | ommen      | HS.                           |                                  |                |                         |            |
| -,                                     |      |                                  |                                     | %                     | Guai                             | Goal Met               |                  | Goal Met     | Goal<br>#                     | Goal Met                         |                  | Goal Met                |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Administrative &                       | 0    | # 0                              | 0                                   | 0.0                   | <b>#</b>                         | %<br>0.0               | %<br>2.5         | 0.0          | # 0                           | 0.0                              | %<br>2.5         |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| 07 Senior Clerical                     | 3    | 0                                | 0                                   | 0.0                   | J                                | 0                      | 0.0              | 0.0          |                               | 0                                | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| 08 Skilled Sales &                     | 0    | 0                                | 0                                   | 0.0                   | 0                                | 0.0                    | 0.0              |              | 0                             | 0.0                              | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Service Personnel                      | 0    | 0                                | 0                                   | 0.0                   | n                                | 0.0                    | 0.0              | 0.0          | 0                             | 0.0                              | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| 09 Trades Workers                      | 3    | 0                                | 0                                   | 0.0                   | U                                | 0.0                    | 0.0              | 0.0          | U                             | 0.0                              | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| 10 Clerical Personnel                  | 0    | 0                                | 0                                   | 0.0                   | 0                                | 0.0                    | 2.3              |              | 0                             | 0.0                              | 2.3              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
|  | 3    | 0                                | 0                                   | 0.0                   | ^                                | 0.0                    | 0.0              | 0.0          | <                             | 0.0                              | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Intermediate Sales & Service Personnel | 3    | 0                                | 0                                   | 0.0                   | 0                                | 0.0                    | 0.0              | 0.0          | 0                             | 0.0                              | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Semi-Skilled Manual                    | 0    | 0                                | 0                                   | 0.0                   | 0                                | 0.0                    | 0.0              | 0.0          | 0                             | 0.0                              | 0.0              |                         |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |
| Workers Workers                        | 3    |                                  | 0                                   | 0.0                   |                                  |                        | 0.0              | 0.0          |                               |                                  | 0.0              | 0.0                     |            |                               |                                    |           |                       |            |                               |                                  |                |                         |            |

|                                |            |      |                                  |                                    |                    |                                  |                                     |                    | Feder                  | al Contr                      | actors I                             | Prograi          | n Achie                | vement l   | Report                        |                                  |                   |             |            |  |                                  |                |             |            |
|--------------------------------|------------|------|----------------------------------|------------------------------------|--------------------|----------------------------------|-------------------------------------|--------------------|------------------------|-------------------------------|--------------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|-------------------|-------------|------------|--|----------------------------------|----------------|-------------|------------|
|                                |            |      |                                  |                                    |                    |                                  |                                     |                    |                        | Part 5                        |                                      |                  | riginal l              | Peoples    |                               |                                  |                   |             |            |  |                                  |                |             |            |
|                                |            |      |                                  |                                    |                    |                                  |                                     |                    |                        |                               |                                      | Canad            |                        |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
|                                |            |      |                                  |                                    |                    |                                  |                                     |                    |                        |                               | 20                                   | )19-12-          | 19                     |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| A B                            | B [        | C    | D                                | Е                                  | F                  | G                                | Н                                   | I                  | J                      | K                             | L                                    | M                | N                      | 0          | P                             | Q                                | R                 | S           | Т          | U  | V                                | W              | X           | Y          |
| Data sources:                  |            |      | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis   | E ÷ D<br>x 100     | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100                      | E - H              | E ÷ H<br>x 100         | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis     | L ÷ K<br>x 100   | K x G ÷ 100            | L - N      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | Q ÷ P x 100       | P x F ÷ 100 | Q - S      | Part 2: Flow<br>Data Analysis                  | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100 | V - X      |
| -                              |            |      | Ų.                               | Ţ                                  | Ų.                 | <b>V</b>                         | Ų.                                  | Ų.                 | 1                      | J.                            | <b>↓</b>                             | <b>↓</b>         | <b>↓</b>               | <b>↓</b>   | <u> </u>                      | Ţ                                | Ţ                 | <u> </u>    | Ţ          | Ų.   | <u> </u>                         | <b>↓</b>       | Ţ           | <u> </u>   |
| F4 F                           | ·          |      |                                  |                                    |                    | orce An                          | •                                   |                    |                        |                               |                                      |                  |                        |            |                               |                                  | Data A            |             |            | Т  |                                  |                |             |            |
| Employment E<br>Occupational C |            | Year |                                  |                                    | W                  | orkforce<br>Aborigina            |                                     |                    |                        |                               |                                      | Hires            | nal Peoples            |            |                               | P                                | romotio<br>Aborio | ns Peoples  |            |  | Ter                              | minatio        | nal Peoples |            |
| (EEOG)                         | •          |      | All Employees                    | Represen                           | itation            | Availa                           |                                     | Gap                | EE Result              | All Employees                 | Act                                  |                  | Expected               | Difference | All Employees                 | Acı                              |                   | Expected    | Difference | - All Employees                                | Actu                             | ~              | Expected    | Difference |
|                                |            | #    | #                                | #                                  | %                  | %                                | #                                   | #                  | %                      | #                             | #                                    | %                | #                      | #          | #                             | #                                | %                 | Ħ           | #          | #  | #                                | %              | #           | #          |
| 13 Other Sales & Personnel     | & Service  | 2019 | 1                                | 0                                  | 0.0                | 12.1<br>0.0                      | 0                                   | 0                  | 0.0                    | 0                             | 0                                    | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0               | 0           |            | ) 0  | 0                                | 0.0            | 0           |            |
|                                | .1.3371    | 2019 | 2                                | 0                                  | 0.0                | 5.0                              | 0                                   | 0                  | 0.0                    | 0                             |                                      | 0.0              | 0                      |            |                               |                                  | 0.0               | Ů           |            | , ,  | 0                                | 0.0            | ·           | $\vdash$   |
| 14 Other Manua                 | al Workers | 0    | 0                                | 0                                  | 0.0                | 0.0                              | 0                                   | 0                  | 0.0                    | 0                             | 0                                    | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0               | 0           | C          | 0  | 0                                | 0.0            | 0           | 0          |
| Total                          |            | 2019 | 7,499                            | 62                                 | 0.8                | 2.2<br>0.0                       | 165                                 | -103               | 37.6                   | 0                             | 0                                    | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0               |             |            |  | 0                                | 0.0            | 0           |            |
|                                |            |      | <u> </u>                         |                                    | 0.0                | 0.0                              | U                                   | U U                | 0.0                    | 0                             | <u> </u>                             | 0.0              | U                      |            |                               |                                  | 0.0               | 0           |            | <u>/                                      </u> | 0                                | 0.0            |             |            |
| Data sources:                  |            |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data E<br>Analysis | E ÷ <b>D</b> x 100 | Part 3:<br>Goals                 | E÷Gx<br>100                         | Part 3:<br>Goals   | F ÷ I x 100            | Part 3: Goals                 | E ÷ K x 100                          | Part 3:<br>Goals | F ÷ M x 100            |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
|                                |            |      | Ţ                                | 1                                  | Ų.                 | <b>\</b>                         | 1                                   | Ų.                 | <b>↓</b>               | Ţ                             | 1                                    | 1                | 1                      |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
|                                |            |      | New                              | Entran                             | ts                 |                                  |                                     |                    | G                      | oals                          |                                      |                  |                        |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| Employment E                   |            | Year | Flo                              | ow Data                            |                    |                                  |                                     | rm Goals           |                        |                               | Long-teri                            |                  |                        |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| Occupational C<br>(EEOG)       | Group      |      | All Employees                    | Aboriginal<br>Actu                 | ·                  | Goal                             | Aborigin:<br>Percent of<br>Goal Met | al Peoples<br>Goal | Percent of<br>Goal Met | Goal                          | Aboriginal<br>Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met |            |                               |                                  |                   | C           | ommen      | ts   |                                  |                |             |            |
|                                |            | #    | #                                | #                                  | %                  | #                                | %                                   | %                  | %                      | #                             | %                                    | %                | %                      |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| Other Sales &                  | & Service  | 0    | 0                                | 0                                  | 0.0                | 0                                | 0.0                                 | 0.0                | 0.0                    | 0                             | 0.0                                  | 0.0              | 0.0                    |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| Personnel                      | 1 777 1    | 3 0  | 0                                | 0                                  | 0.0                | 0                                | 0.0                                 | 0.0                | 0.0                    | 0                             | 0.0                                  | 0.0              | 0.0                    |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| 14 Other Manua                 | at Workers | 3    | 0                                | 0                                  | 0.0                |                                  |                                     | 0.0                | 0.0                    |                               |                                      | 0.0              | 0.0                    |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
| Total                          |            | 0 3  | 0                                | 0                                  | 0.0                | 0                                | 0.0                                 | 0.0                | 0.0                    | 0                             | 0.0                                  | 0.0              | 0.0                    |            |                               |                                  |                   |             |            |  |                                  |                |             |            |
|                                |            | 3    | U                                | U                                  | 0.0                |                                  |                                     | 0.0                | 0.0                    |                               |                                      | 0.0              | 0.0                    |            |                               |                                  |                   |             |            |  |                                  |                |             |            |

|                                     |      |                                  |  |                    |                                  |                |                  |                | 16 4                          |                                  | n                |                 |                 | D 4                           |                                  |            |                |                 |                               |                                  |                |                 |                 |
|-------------------------------------|------|----------------------------------|--|--------------------|----------------------------------|----------------|------------------|----------------|-------------------------------|----------------------------------|------------------|-----------------|-----------------|-------------------------------|----------------------------------|------------|----------------|-----------------|-------------------------------|----------------------------------|----------------|-----------------|-----------------|
|                                     |      |                                  |  |                    |                                  |                |                  |                | al Contr<br>Part 6: R         |                                  | _                |                 |                 | -                             |                                  |            |                |                 |                               |                                  |                |                 |                 |
|                                     |      |                                  |  |                    |                                  |                |                  |                |                               | WSP                              | Canad            | la Inc.         |                 |                               |                                  |            |                |                 |                               |                                  |                | ,               |                 |
|                                     |      |                                  |  |                    |                                  |                |                  |                |                               | 2                                | 019-12-          | 19              |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| A B                                 | С    | D                                | E                                      | F                  | G                                | Н              | I                | J              | K                             | L                                | M                | N               | О               | P                             | Q                                | R          | S              | Т               | U                             | V                                | W              | X               | Y               |
| Data sources:                       |      | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis       | E ÷ D<br>x 100     | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100 | E - H            | E ÷ H<br>x 100 | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100     | L-N             | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis |            | P x F ÷ 100    | Q - S           | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100     | V - X           |
| <u> </u>                            |      | ↓ ↓                              | <u> </u>                               | Ţ                  | <u> </u>                         | ↓ ↓            | 1                | <u> </u>       | <b>↓</b>                      | Ů ↓                              | ↓ ↓              | Ψ.              | <u> </u>        | <u> </u>                      | J.                               | J.         | J.             | <u> </u>        | <u> </u>                      | J.                               | J.             | Ψ.              | <u> </u>        |
|                                     |      |                                  | 1                                      | Vorkf              | orce An                          | alysis         |                  |                |                               |                                  |                  |                 |                 |                               | Flow                             | Data Ai    | nalysis        |                 |                               |                                  |                |                 |                 |
| Employment Equity                   | Year |                                  |  |                    | orkforce                         |                |                  |                |                               |                                  | Hires            |                 |                 |                               | F                                | 'romotio   |                |                 |                               | Te                               | rminatio       | •••••           |                 |
| Occupational Group<br>(EEOG)        |      | All Employees                    | Represen                               |                    | Persons with<br>Avail            |                |                  | EE Result      | All Employees                 | <u> </u>                         | Persons w        | ith Disabilitie | Difference      | All Employees                 |                                  | Persons wi | th Disabilitie |                 | All Employees                 | Acti                             |                | th Disabilities |                 |
| (LLCC)                              | #    | #                                | Kepresen<br>#                          | tation<br>%        | Avan:                            | ability<br>#   | Gap<br>#         | EE Result      | #                             | Ac                               | tuai<br>%        | Expected<br>#   | Difference<br># | #                             | Ac<br>#                          | tuai<br>%  | Expected<br>#  | Difference<br># | #                             | # Acti                           | uai<br>%       | Expected<br>#   | Difference<br># |
| 01& Managers                        | 2019 | 1,800                            | 8                                      | 0.4                | 5.0                              | 90             | -82              | 8.9            |                               |                                  | 3<br>            |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 02 Managers                         | 0    | 0                                | 0                                      | 0.0                | 0.0                              | 0              | Ů                | 0.0            | 0                             | 0                                | 0.0              | 0               | 0               | 0                             | 0                                | 0.0        | 0              | 0               | 0                             | 0                                | 0.0            | 0               | 0               |
| 03 Professionals                    | 2019 | 2,801                            | 26                                     | 0.9<br>0.0         | 8.9<br>0.0                       | 249<br>0       | -223             | 10.4           | 0                             | 0                                | 0.0              | 0               | 0               |                               | 0                                | 0.0        | 0              | 0               | 1                             | 0                                | 0.0            |                 |                 |
| Semi-Professionals &                | 2019 | 2,260                            | 24                                     | 1.1                | 7.6                              | ·              | 0                |                | 0                             |                                  | 0.0              | 0               | 0               | ) 0                           | 0                                | 0.0        | 0              | 0               | 0                             | 0                                | 0.0            |                 | 0               |
| 04 Technicians                      | 0    | 0                                | 0                                      | 0.0                | 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                      | 2019 | 1                                | 0                                      | 0.0                | 27.5                             | 0              | 0                | 0.0            |                               |                                  |                  |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| Supervisors: Crafts &               | 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               |
| 06 Trades                           | 0    | 0                                | 0                                      | 0.0                | 0.0                              | 0              | 0                | 0.0            | 0                             | 0                                | 0.0              | 0               | 0               | 0                             | 0                                | 0.0        | 0              | 0               | 0                             | 0                                | 0.0            | 0               | 0               |
| -                                   |      |                                  | ······································ |                    | ā                                |                |                  | ·              |                               |                                  | -                | ş               | 2               |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| Data sources:                       |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data E<br>Analysis     | E ÷ <b>D</b> x 100 | Part 3:<br>Goals                 | E÷Gx<br>100    | Part 3:<br>Goals | F÷I x 100      | Part 3: Goals                 | E÷ K x 100                       | Part 3:<br>Goals | F÷M x 100       |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
|                                     | I    | <b>,</b>                         | 1                                      | <b>1</b>           | <b>,</b>                         | <b>1</b>       | 1                | <b>J</b>       | <b>↓</b>                      | <b>\</b>                         | <b>1</b>         | 1               | •               |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
|                                     |      |                                  | Entran                                 | ts                 |                                  |                |                  |                | oals                          |                                  |                  |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| Employment Equity                   | Year | F                                | ow Data Persons                        | with               |                                  |                | rm Goals         |                |                               | Long-ter                         |                  |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| Occupational Group (EEOG)           |      | All Employees                    | Disabil                                | ities              |                                  | Persons wit    | h Disabilities   | Percent of     |                               | Persons with                     |                  | Percent of      |                 |                               |                                  |            | (              | Commen          | ts                            |                                  |                |                 |                 |
|                                     | #    | #                                | Actu<br>#                              | al<br>%            | Goal<br>#                        | Goal Met       | Goal             | Goal Met       | Goal<br>#                     | Goal Met                         | Goal             | Goal Met        |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 01&                                 | 0    | 0                                | 0                                      | 0.0                | 0                                | 0.0            | 5.0              | 0.0            | 0                             |                                  |                  |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 01& Managers                        | 3    | 0                                | 0                                      | 0.0                |                                  |                | 0.0              |                |                               |                                  | 0.0              |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 03 Professionals                    | 3    | 0                                | 0                                      | 0.0                | 0                                | 0.0            | 8.9<br>0.0       | 0.0            | 0                             | 0.0                              | 8.9<br>0.0       |                 |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 04 Semi-Professionals & Technicians | 0 3  | 0                                | 0                                      | 0.0                | 0                                | 0.0            | 7.6<br>0.0       |                | 0                             | 0.0                              | 7.6<br>0.0       | 0.0             |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 05 Supervisors                      | 0 3  | 0                                | 0                                      | 0.0                | 0                                | 0.0            | 0.0              | 0.0            | 0                             | 0.0                              | 0.0              | 0.0             |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |
| 06 Supervisors: Crafts & Trades     | 0 3  | 0                                | 0                                      | 0.0                | 0                                | 0.0            | 0.0              | 0.0            | 0                             | 0.0                              | 0.0              | 0.0             |                 |                               |                                  |            |                |                 |                               |                                  |                | -               |                 |
| Trades                              | 3    | I 0                              | 0                                      | 0.0                |                                  |                | 0.0              | 0.0            |                               |                                  | 0.0              | 0.0             |                 |                               |                                  |            |                |                 |                               |                                  |                |                 |                 |

|   |      |                                  |                                  |                    |  |                            |                  |                        | al Contr                      |                                  |                  |                             |   | -                             |                                  |                    |                             |            |                               |                                  |                |                           |            |
|---|------|----------------------------------|----------------------------------|--------------------|--|----------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|-----------------------------|---|-------------------------------|----------------------------------|--------------------|-----------------------------|------------|-------------------------------|----------------------------------|----------------|---------------------------|------------|
|   |      |                                  |                                  |                    |  |                            |                  |                        | Part 6: R                     |                                  |                  |                             | )isabiliti                              | ies                           |                                  |                    |                             |            |                               |                                  |                |                           |            |
|   |      |                                  |                                  |                    |  |                            |                  |                        |                               |                                  | Canad            |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
|   |      |                                  |                                  |                    |  |                            |                  |                        |                               |                                  | 019-12-          | 19                          |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| A B                                       | С    | D                                | E                                | F                  | G  | Н                          | I                | J                      | K                             | L                                | М                | N                           | 0                                       | P                             | Q                                | R                  | S                           | T          | U                             | V                                | W              | X                         | Y          |
| Data sources:                             |      | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis | E ÷ D<br>x 100     | Part 1:<br>Workforce<br>Analysis             | D x G<br>÷ 100             | Е-Н              | E ÷ H<br>x 100         | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100                 | L-N                                     | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | Q ÷ P x 100        | P x F ÷ 100                 | Q - S      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100               | V - X      |
| İ   |      | <u> </u>                         | J.                               | Ţ                  | <u> </u>                                     | Į Į                        | ļ ļ              | <u> </u>               | <b>\</b>                      | <u> </u>                         | <b>\</b>         | <u> </u>                    | <u> </u>                                | 1                             | Ţ                                | Ţ                  | Ţ                           | <u> </u>   | <u> </u>                      | <u> </u>                         | Ţ              | Ţ                         | <u> </u>   |
|   |      |                                  | •                                | Workf              | orce Ai                                      | nalysis                    |                  |                        |                               |                                  |                  |                             |   |                               | Flow                             | Data Aı            | alysis                      |            |                               |                                  |                |                           |            |
| Employment Equity Occupational Group      | Year |                                  |                                  | V                  | Vorkfore                                     |                            |                  |                        |                               | 1                                | Hires            |                             |   |                               | F                                | romotion           |                             |            |                               |                                  | minatio        |                           |            |
| (EEOG)                                    |      | All Employees                    | Represe                          | ntation            |  | h Disabilities<br>lability | Gap              | EE Result              | All Employees                 | Ac                               | Persons w        | ith Disabilitie<br>Expected | Difference                              | All Employee                  | s Ac                             | Persons wi<br>tual | th Disabilities<br>Expected | Difference | All Employees                 | Actu                             |                | h Disabilitie<br>Expected | Difference |
|   | #    | #                                | #                                | %                  | %  | #                          | #                | %                      | #                             | #                                | %                | #                           | #                                       | #                             | #                                | 9/6                | #                           | #          | #                             | #                                | %              | #                         | #          |
| 07 Administrative &                       | 2019 | 449                              | 5                                | 1.1                |  |                            | -40              |                        |                               |                                  |                  |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Senior Clerical Skilled Sales &           | 2019 | 0                                | 0                                | 0.0                | _  |                            | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                           | (                                       | ) (                           | 0                                | 0.0                | 0                           | 0          | 0                             | 0                                | 0.0            | 0                         | 0          |
| 08 Service Personnel                      | 0    | 0                                | 0                                | 0.0                | 0.0  |                            | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                           |   | ) (                           | 0                                | 0.0                | 0                           | 0          | 0                             | 0                                | 0.0            | 0                         | ,          |
| 09 Skilled Crafts &                       | 2019 | 7                                | 0                                | 0.0                | 7.8  |                            | -1               |                        |                               |                                  |                  |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Trades Workers                            | 2019 | 0                                | 0                                | 0.0                | 0.0  |                            | -15              | 0.0                    | 0                             | 0                                | 0.0              | 0                           | (                                       | ) (                           | 0                                | 0.0                | 0                           | 0          | 0                             | 0                                | 0.0            | 0                         | 0          |
| 10 Clerical Personnel                     | 0    | 175                              | 0                                | 0.6                |  |                            | -13              | 6.1<br>0.0             | 0                             | 0                                | 0.0              | 0                           |   |                               | 0 0                              | 0.0                | 0                           | 0          | 0                             | 0                                | 0.0            | 0                         | , (        |
| 11 Intermediate Sales &                   | 2019 | 0                                | 0                                | 0.0                | _  |                            | 0                |                        |                               |                                  |                  |                             |   |                               |                                  |                    |                             | -          |                               |                                  |                |                           |            |
| Service Personnel                         | 0    | 0                                | 0                                | 0.0                | 0.0  | <del>:</del>               | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                           | (                                       | ) (                           | 0                                | 0.0                | 0                           | 0          | 0                             | 0                                | 0.0            | 0                         | · C        |
| 12 Semi-Skilled Manual<br>Workers         | 2019 | 3                                | 0                                | 0.0                | 10.3   |                            | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                           |   | ) (                           | 0                                | 0.0                | 0                           | 0          | 0                             | 0                                | 0.0            | 0                         | ) (        |
|   |      | - 1                              | -1                               |                    | 1  | 1                          |                  |                        |                               |                                  |                  |                             |   |                               |                                  | 1                  |                             | <u> </u>   | 1                             | 1 -1                             |                |                           |            |
| Data sources:                             |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data<br>Analysis | E ÷ <b>D</b> x 100 | Part 3:<br>Goals                             | E÷Gx<br>100                | Part 3:<br>Goals | F÷I x 100              | Part 3: Goals                 | E÷ K x 100                       | Part 3:<br>Goals | F÷M x 100                   |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
|   |      | <b>.</b>                         | <b>↓</b>                         | 1                  | <b>,                                    </b> | ↓                          | 1                | <b></b>                | <b>1</b>                      | <b></b>                          | <b>1</b>         | 1                           |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
|   |      |                                  | Entrar                           | ıts                |  |                            |                  |                        | oals                          |                                  |                  |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Employment Equity                         | Year | FI                               | ow Data<br>Person                | s with             |  | Short-te                   |                  |                        |                               | Long-ter                         |                  |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Occupational Group<br>(EEOG)              |      | All Employees                    | Disabi                           |                    |  | Persons wit                | h Disabilitie:   |                        |                               | Persons with                     | Disabilities     |                             | _                                       |                               |                                  |                    | (                           | Sommen     | its                           |                                  |                |                           |            |
| (LLOG)                                    |      |                                  | Acti                             | ial                | Goal   | Percent of<br>Goal Met     | Goal             | Percent of<br>Goal Met | Goal                          | Percent of<br>Goal Met           | Goal             | Percent of<br>Goal Met      |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Internal of                               | #    | #                                | #                                | %                  | #  | %                          | %                | %                      | #                             | %                                | %                | %                           |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| 07 Administrative & Senior Clerical       | 3    | 0                                | 0                                | 0.0                |  | 0.0                        | 10.0             | 0.0                    | 0                             | 0.0                              | 10.0             | 0.0                         |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Skilled Sales &                           | 0    | 0                                | 0                                | 0.0                | 0  | 0.0                        | -                |                        | 0                             | 0.0                              | 0.0              |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Service Personnel                         | 3    | 0                                | 0                                | 0.0                |  |                            | 0.0              |                        |                               |                                  | 0.0              |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| 09 Skilled Crafts &<br>Trades Workers     | 3    | 0                                | 0                                | 0.0                |  | 0.0                        | 7.8<br>0.0       |                        | 0                             | 0.0                              | 7.8<br>0.0       |                             | -                                       |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
|   | 0    | 0                                | 0                                | 0.0                |  | 0.0                        | 9.3              |                        | 0                             | 0.0                              | 9.3              |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| 10 Clerical Personnel                     | 3    | 0                                | 0                                | 0.0                |  |                            | 0.0              | 0.0                    |                               |                                  | 0.0              |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| 11 Intermediate Sales & Service Personnel | 3    | 0                                | 0                                | 0.0                | 0  | 0.0                        | 0.0              |                        | 0                             | 0.0                              | 0.0              |                             | -                                       |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| Sami-Skillad Manual                       | 0    | 0                                | 0                                | 0.0                | 0  | 0.0                        | 0.0              |                        | 0                             | 0.0                              | 0.0              |                             |   |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |
| 12 Schill-Skilled Manual                  |      |                                  |                                  |                    |  |                            |                  |                        | . ~                           |                                  |                  |                             | 1.0000000000000000000000000000000000000 |                               |                                  |                    |                             |            |                               |                                  |                |                           |            |

| 13   Other Sales & Service   2019   1   0   0.0   10.7   0   0   0.0     |                              |        |               |             |             |                                       |            |                |           | al Conti      |  |          |  |             | •             |      |     |             |          |               |          |     |             |            |
|--|------------------------------|--------|---------------|-------------|-------------|---------------------------------------|------------|----------------|-----------|---------------|--|----------|--|-------------|---------------|------|-----|-------------|----------|---------------|----------|-----|-------------|------------|
| Comment   Comm   |                              |        |               |             |             |                                       |            |                | I         | Part 6: R     |  |          |  | ) isabiliti | es            |      |     |             |          |               |          |     |             |            |
| A  |                              |        |               |             |             |                                       |            |                |           |               |  |          |  |             |               |      |     |             |          |               |          |     |             |            |
| Part   Workforce Analysis   Very   Very   Workforce Analysis   Very      |                              |        |               |             |             |                                       |            |                |           |               | 2  | 019-12   | -19  |             |               |      |     |             |          |               |          |     |             |            |
| Part   Service   Part   | A B                          | С      | D             | E           | F           | G                                     | Н          | I              | J         | K             | L  | M        | N  | О           | P             | Q    | R   | S           | T        | U             | V        | W   | X           | Y          |
| Carporational Group   CECOG   Content Equity   Occupational Group   CECOG   Content   CECOG    | Data sources:                |        | Workforce     | Workforce   |             | Workforce                             |            | E - H          |           |               | Data   | L÷K.     | K x G ÷ 100                                  | L - N       |               | Data |     | P x F ÷ 100 | Q - S    |               | Data     |     | U x F ÷ 100 | V - X      |
| This is a content of the proper of the pro   |                              |        | <b>.</b>      | · · · · · · | 1           | · · · · · · · · · · · · · · · · · · · | ·········· | Ţ              | <u> </u>  | 1             | <u> </u>                                     | <u> </u> | 1  | <b>\</b>    | 1             | •    | •   | •           | <u> </u> | 1             | <u> </u> | Ţ   | T T         | <u> </u>   |
| Comparisonal Group (EE/OF)   Feature   Featu   | nn .                         |        |               | ,           |             |                                       |            |                |           |               |  |          |  |             |               |      |     |             |          |               |          |     |             |            |
| CEOG   All Employees   Representation   Availability   Gap   ER Result   All Employees   Actual   Expected   Difference   But with the personnel   Family    |                              | Year   | •             |             | N           |                                       |            |                |           |               |  |          | zith Dicabilitie                             |             |               | F    |     |             |          |               | Te       |     |             | ·e         |
| 13   Other Sales & Service   2019   1   0   0.0   10.7   0   0   0.0   0.0   0   0.0   0   0   |                              |        | All Employees | Represe     | ntation     |                                       |            | Gap            | EE Result | All Employee: | s Ac   |          | 1  |             | All Employees | Ac   |     |             |          | All Employees | Act      |     |             | Difference |
| Personnel   O   O   O   O   O   O   O   O   O  |                              |        | "             | #           |             |                                       |            | #              |           | #             | #  | %        | #  | #           | #             | #    | %   | #           | #        | #             | #        | %   | #           | Ħ          |
| 14   Other Manual Workers   2019   2   0   0,0   6.8   0   0   0,0   0   0   0   0   0   0   | 1 13 1                       |        | 1 0           | - `i        |             |                                       |            | 0              |           | 0             |  | 0.0      |  | 0           | 0             | 1    | 0.0 | 0           | 0        | 0             | 0        | 0.0 |             | 0          |
| O  |                              | 2010   | 2             |             |             |                                       | :          | 0              |           |               | 1 0  | 0.0      | 1 0  | 0           |               | 0    | 0.0 |             | 0        | 0             | 0        | 0.0 |             |            |
| Data sources:   Part 2: Flow   Data   Part 2: Flow   Data   E + D x 100   Part 3:   Goals   F + I x 100   Part 3:   Goals   F + I x 100   Part 3:   Goals   F + M x 100   Part 3:   Goals   F + M x 100   Part 3:   Part 3:   F + M x 100   Part 3:   Pa   | 14 Other Manual Worke        | 0      | 0             |             |             |                                       | 2          | 0              |           | C             | 0  | 0.0      | 0  | 0           | 0             | 0    | 0.0 | 0           | 0        | 0             | 0        | 0.0 | 0           | 0          |
| Data sources:    Part 2: Flow   Part 2: Flow   Data   E + D x 100   Part 3:   E + G x   Part 3:   E + D x 100   Part 3:   Goals   F + I x 100   Part 3:   Goals   F + M x 100  | Total                        |        | 7,499         |             |             |                                       |            | -506           |           |               | 1  | 0.0      |  | 0           |               |      | 0.0 | ļ           |          |               | 0        | 0.0 |             |            |
| Data sources:    Part 2: Flow   Data   E+Dx 100   Part 3:   E+Dx 100   Part 3:   Goals   F+1x 100   Part 3:   Goals   F+Mx 100     F-Mx 100   F-Mx 100 |                              | 1 0    | 1 0           | U O         | 0.0         | 0.0                                   | <u> </u>   | 0              | 0.0       |               | <u>,                                    </u> | 1 0.0    | <u>,                                    </u> |             | <u>'I</u>     |      | 0.0 |             |          | 1 0           |          | 0.0 |             | <u> </u>   |
| Employment Equity Occupational Group  OCCUPATIONAL Short-term Goals  Flow Data Short-term Goals  Flow Data Short-term Goals  Persons with Disabilities  Persons with Disabilities  All Employees  All Employees  All Employees   | Data sources:                |        |               | Data        | E ÷ D x 100 |                                       |            |                | F÷Ix 100  | Part 3: Goals | E÷Kx 100                                     |          | F ÷ M x 100                                  |             |               |      |     |             |          |               |          |     |             |            |
| Employment Equity Occupational Group  Year  Flow Data Short-term Goals Long-term Goals Persons with Disabilities Persons with Disabilities Comments  | <u> </u>                     | •••••• | Ţ             | <b>V</b>    | Ţ           | <del>-</del>                          | <b></b>    | Ţ              | Ţ         | Ţ             | Ţ  | <u> </u> | Ţ  | 1           |               |      |     |             |          |               |          |     |             |            |
| Occupational Group  Occupational Group  All Employees   |                              |        | New           | Entrai      | ıts         |                                       |            |                | G         | oals          |  |          |  |             |               |      |     |             |          |               |          |     |             |            |
| Occupational Group Disabilities Persons with Disabilities Persons with Disabilities Comments   | Employment Equity            | Van    |               |             |             |                                       | Short-ter  | rm Goals       | 3         |               | Long-ter                                     | m Goals  |  |             |               |      |     |             |          |               |          |     |             |            |
|  | Occupational Group<br>(EEOG) | I Cal  | All Employees |             |             |                                       |            | n Disabilities |           |               | ·  |          | ·  |             |               |      |     | (           | Commen   | ts            |          |     |             |            |
| Actual Goal Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met Goal Met  | (EEOG)                       |        |               | Act         | ual         | Goal                                  |            | Goal           |           | Goal          |  | Goal     |  |             |               |      |     |             |          |               |          |     |             |            |
| # # # % % % # % % %  | lat at an :                  |        |               |             |             | #                                     |            |                |           | #             |  |          |  |             |               |      |     |             |          |               |          |     |             |            |
| 13 Other Sales & Service   0   0   0   0   0   0   0   0   0   |                              |        | 0             |             |             | 0                                     | 0.0        |                |           | C             | 0.0  |          |  |             |               |      |     |             |          |               |          |     |             |            |
| 14 Other Manual Workers 0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0  |                              | 0      | 0             | -           |             | 0                                     | 0.0        |                |           | C             | 0.0  | 4        |  |             |               |      |     |             |          |               |          |     |             |            |
| 3 0 0 0.0 0.0 0.0 0.0 0.0  | 14 Other Manual Worke        | 3      | 0             |             |             | -                                     |            |                |           | _             |  |          |  |             |               |      |     |             |          |               |          |     |             |            |
| Total 0 0 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0  | Total                        |        | 0             |             |             | 0                                     | 0.0        |                |           | C             | 0.0  |          |  |             |               |      |     |             |          |               |          |     |             |            |

|                                     |         |                                  |                                    |                    |                                  |                        |                  |                        | al Contr                      |                                  | _                |                        |            | -                             |                                    |             |             |            |                               |     |                |               |                                       |
|-------------------------------------|---------|----------------------------------|------------------------------------|--------------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|------------------------------------|-------------|-------------|------------|-------------------------------|-----|----------------|---------------|---------------------------------------|
|                                     |         |                                  |                                    |                    |                                  |                        |                  | Par                    | t 7: Resu                     |                                  |                  |                        | ole Mino   | rities                        |                                    |             |             |            |                               |     |                |               |                                       |
|                                     |         |                                  |                                    |                    |                                  |                        |                  |                        |                               | WSP                              | Canad            | la Inc.                |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
|                                     |         |                                  |                                    |                    |                                  |                        |                  |                        |                               | 20                               | 019-12-          | 19                     |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| A B                                 | С       | D                                | E                                  | F                  | G                                | Н                      | I                | J                      | K                             | L                                | M                | N                      | 0          | P                             | Q                                  | R           | S           | T          | U                             | V   | W              | X             | Y                                     |
| Data sources:                       |         | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis   | E ÷ D<br>x 100     | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100         | E - H            | E ÷ H<br>x 100         | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100            | L-N        | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data C<br>Analysis | ) ÷ P x 100 | P x F ÷ 100 | Q - S      | Part 2: Flow<br>Data Analysis |     | V ÷ U x<br>100 | U x F ÷ 100   | V - X                                 |
| <u> </u>                            |         | Ψ.                               | Ψ.                                 | Ţ                  | <b>\</b>                         | Ţ                      | Ŭ ↓              | <u> </u>               | <b>1</b>                      | Ψ.                               | ↓ ↓              | <u> </u>               | <u> </u>   | Ψ.                            | Ψ.                                 | ↓ ·         | Ų ,         | Ų.         | Ţ                             | Ţ   | J.             | Ţ             | Ţ                                     |
|                                     |         |                                  | 1                                  | Vorkf              | orce An                          | alysis                 |                  |                        |                               |                                  |                  |                        |            |                               | Flow D                             | ata Ai      | alysis      |            |                               |     |                |               |                                       |
| Employment Equity                   | Year    |                                  |                                    | Ŋ                  | orkforce                         |                        |                  |                        |                               |                                  | Hires            |                        |            |                               | Pr                                 | omotior     | ıs          |            |                               | Te  | rminati        | ons           |                                       |
| Occupational Group (EEOG)           |         | All Employees                    |                                    |                    | Visible N                        |                        |                  | ı                      | All Employees                 | s                                |                  | Minorities             |            | All Employee                  | s                                  |             | Minorities  |            | All Employee                  | s   |                | Minorities    | · · · · · · · · · · · · · · · · · · · |
| (EEOG)                              | <u></u> |                                  | Represer                           |                    | Avail                            |                        | Gap              | EE Result              |                               | Ac                               | tual             | Expected               | Difference |                               | Actu                               |             | Expected    | Difference |                               | Act |                | Expected<br># |                                       |
|                                     | 2019    | # 36                             | # 6                                | %<br>16.7          | %<br>11.5                        | #<br>                  | # 2              | %<br>144.9             | #                             | #                                | %                | #                      | #          | #                             | #                                  | %           | #           | #          | #                             | #   | %              | #             | Ħ                                     |
| 01 Senior Managers                  | 0       | 0                                | 0                                  | 0.0                | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      |            |                               | 0                                  | 0.0         | 0           | 0          |                               | 0 0 | 0.0            |               |                                       |
| 02 Middle & Other                   | 2019    | 1,764                            | 263                                | 14.9               | 17.6                             | 310                    | -47              |                        |                               |                                  |                  |                        |            |                               |                                    |             | -           | -          |                               |     |                |               |                                       |
| Managers                            | 0       | 0                                | 0                                  | 0.0                | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          | ) (                           | 0                                  | 0.0         | 0           | C          | ) (                           | 0   | 0.0            | (             | 0 (                                   |
| 03 Professionals                    | 2019    | 2,801                            | 788                                | 28.1               | 28.3                             | 793                    | -5               |                        |                               |                                  |                  |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
|                                     | 0       | 2 2 (0                           | 0                                  | 0.0                | 0.0                              | 120                    | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          |                               | 0                                  | 0.0         | 0           | 0          | ) (                           | 0   | 0.0            | (             | 0 0                                   |
| 04 Semi-Professionals & Technicians | 2019    | 2,260                            | 458<br>0                           | 20.3               | 18.6<br>0.0                      | 420<br>0               | 38               | 109.0                  | 0                             | 0                                | 0.0              | 0                      |            | ) (                           | 0                                  | 0.0         | 0           | 0          |                               | 0 0 | 0.0            | l .           |                                       |
|                                     | 2019    | 1                                | 1                                  | 100.0              | 36.7                             | 0                      | 1                | 272.5                  |                               | 1 0                              | 0.0              | - ·                    |            |                               | 1                                  | 0.0         | · ·         |            | <u>'</u>                      |     | 0.0            |               |                                       |
| 05 Supervisors                      | 0       | 0                                | 0                                  | 0.0                | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          | ) (                           | 0                                  | 0.0         | 0           | C          | ) (                           | 0 0 | 0.0            | (             | 0 (                                   |
| 06 Supervisors: Crafts &            | 2019    | 0                                | 0                                  | 0.0                | 0.0                              | 0                      | 0                | 0.0                    |                               |                                  |                  |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| Trades                              | 0       | 0                                | 0                                  | 0.0                | 0.0                              | 0                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | (          | 0 (                           | 0                                  | 0.0         | 0           | 0          | )  (                          | 0   | 0.0            | (             | 0 (                                   |
| Data sources:                       |         | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data I<br>Analysis | E ÷ <b>D</b> x 100 | Part 3:<br>Goals                 | E÷Gx<br>100            | Part 3:<br>Goals | F÷I x 100              | Part 3: Goals                 | E÷ K x 100                       | Part 3:<br>Goals | F÷M x 100              |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
|                                     |         | Ţ                                | Ų                                  | Ţ                  | <u> </u>                         | <u> </u>               | <u> </u>         | <u> </u>               | <u> </u>                      | Ţ                                | <u> </u>         | T T                    | in a       |                               |                                    |             |             |            |                               |     |                |               |                                       |
|                                     |         | New                              | Entran                             | its                |                                  |                        |                  | G                      | oals                          |                                  |                  |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| Employment Equity                   | Year    | FI                               | ow Data                            |                    |                                  | Short-te               |                  | \$                     |                               | Long-ter                         |                  |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| Occupational Group                  | 1       | All Employees                    | Visible M                          | inorities          |                                  |                        | finorities       | la                     |                               | Visible M                        | inorities        | I                      |            |                               |                                    |             | C           | ommen      | its                           |     |                |               |                                       |
| (EEOG)                              |         | 7.7.5                            | Actu                               | ial                | Goal                             | Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met | Goal                          | Percent of<br>Goal Met           | Goal             | Percent of<br>Goal Met |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
|                                     | #       | #                                | #                                  | %                  | #                                | %                      | %                | %                      | #                             | %                                | %                | %                      |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| 01 Senior Managers                  | 0       | 0                                | 0                                  | 0.0                | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| Middle & Other                      | 0       | 0                                | 0                                  | 0.0                | 0                                | 0,0                    | 0.0<br>17.6      |                        | 0                             | 0.0                              | 0.0<br>17.6      |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| 02 Managers                         | 3       | 0                                | 0                                  | 0.0                | 0                                | 0.0                    | 0.0              |                        | ,                             | 0.0                              | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| 03 Professionals                    | 0       | 0                                | 0                                  | 0.0                | 0                                | 0.0                    | 28.3             |                        | 0                             | 0.0                              | 28.3             |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
|                                     | 3       | 0                                | 0                                  | 0.0                |                                  |                        | 0.0              |                        |                               |                                  | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| 04 Semi-Professionals &             | 0       | 0                                | 0                                  | 0.0                | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| Technicians                         | 3       | 0                                | 0                                  | 0.0                |                                  | ^ ^                    | 0.0              |                        | ^                             |                                  | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| 05 Supervisors                      | 3       | 0                                | 0                                  | 0.0                | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| Os Supervisors: Crafts &            | 0       | 0                                | 0                                  | 0.0                | 0                                | 0.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              |                        |            |                               |                                    |             |             |            |                               |     |                |               |                                       |
| 06 Supervisors. Crans &             | 3       | <b>⊢</b>                         | 0                                  | 0.0                | <b></b>                          |                        | 0.0              |                        | L                             | +                                | 0.0              |                        | -          |                               |                                    |             |             |            |                               |     |                |               |                                       |

|  |      |                                  |                                    |                |  |                        |                  |              | al Contr<br>t 7: Resu                     |   | _                |                        |             | -                             |                                    |           |                        |            |                               |                                  |                |                        |            |
|--|------|----------------------------------|------------------------------------|----------------|--|------------------------|------------------|--------------|---|---|------------------|------------------------|-------------|-------------------------------|------------------------------------|-----------|------------------------|------------|-------------------------------|----------------------------------|----------------|------------------------|------------|
|  |      |                                  |                                    |                |  |                        |                  |              |   |   | Canad            |                        | /IC 1/11110 |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
|  |      |                                  |                                    |                |  |                        |                  |              |   |   | 019-12-          |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
|  |      |                                  |                                    |                |  |                        |                  |              |   |   | 017-12-          | 1)                     |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| A B                                    | C    | D                                | E                                  | F              | G                                      | Н                      | I                | J            | K   | L                                       | M                | N                      | 0           | P                             | Q                                  | R         | S                      | T          | U                             | V                                | W              | X                      | Y          |
| Data sources:                          |      | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis   | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis       | D x G<br>÷ 100         | E - H            | E÷H<br>x 100 | Part 2: Flow<br>Data Analysis             | Part 2: Flow<br>Data<br>Analysis        | L÷K<br>x 100     | K x G ÷ 100            | L-N         | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data C<br>Analysis | ÷ P x 100 | P x F ÷ 100            | Q - S      | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100            | V - X      |
| <u> </u>                               |      | <u> </u>                         | <b>1</b>                           | Ų.             | . J                                    | Į                      | Ţ                | Ţ            | <b>\</b>                                  | <u> </u>                                | <b>1</b>         | 1                      | <u> </u>    | 1                             | <u> </u>                           | Ų.        | <u> </u>               | Ų.         | Ţ                             | <u> </u>                         | <b>↓</b>       | <b>\</b>               | <u> </u>   |
|  |      |                                  | V                                  |                | orce An                                |                        |                  |              |   |   |                  |                        |             |                               | Flow D                             | ata Ai    | nalysis                |            |                               |                                  |                |                        |            |
| Employment Equity Occupational Group   | Year |                                  |                                    | <u> </u>       | orkforce                               |                        |                  |              |   |   | Hires            |                        |             |                               | Pr                                 | omotior   |                        |            |                               | Ter                              | rminatio       |                        |            |
| (EEOG)                                 |      | All Employees                    | Represen                           | tation         | Visible M<br>Avails                    |                        | Gap              | EE Result    | All Employees                             | Aci                                     | Visible<br>tual  | Minorities<br>Expected | Difference  | All Employee                  | s Actu                             |           | Minorities<br>Expected | Difference | All Employee                  | s Actu                           |                | Minorities<br>Expected | Difference |
|  | #    | #                                | #                                  | %              | %                                      | #                      | #                | %            | #   | #                                       | %                | #                      | #           | #                             | #                                  | %         | #                      | #          | #                             | #                                | %              | #                      | #          |
| 07 Administrative &                    | 2019 | 449                              | 97                                 | 21.6           | 19.8                                   | 89                     | 8                | 109.1        |   |   | _                |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Senior Clerical Skilled Sales &        | 2019 | 0                                | 0                                  | 0.0            | 0.0                                    | 0                      | 0                | 0.0          | 0   | 0                                       | 0.0              | 0                      | (           | ) (                           | 0                                  | 0.0       | 0                      | C          | ) (                           | 0                                | 0.0            | <u>├</u>               | 1          |
| 08 Service Personnel                   | 0    | 0                                | 0                                  | 0.0            | 0.0                                    | 0                      | 0                | 0.0          | 0   | 0                                       | 0.0              | C                      | (           | ) (                           | 0                                  | 0.0       | 0                      | C          |                               | 0                                | 0.0            | С                      | ) (        |
| 09 Skilled Crafts &                    | 2019 | 7                                | 2                                  | 28.6           | 7.8                                    | 1                      | 1                | 366.3        |   |   |                  |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Trades Workers                         | 0    | 0                                | 0                                  | 0.0            | 0.0                                    | 0                      | 0                | 0.0          | 0   | 0                                       | 0.0              | C                      | (           | ) (                           | 0                                  | 0.0       | 0                      | C          | ) (                           | 0                                | 0.0            | <u> </u>               | ) (        |
| 10 Clerical Personnel                  | 2019 | 175                              | 30                                 | 17.1           | 25.2<br>0.0                            | 44                     | -14<br>0         | 68.0<br>0.0  | 0   | 0                                       | 0.0              |                        |             | ) (                           | 0                                  | 0.0       | 0                      | 0          |                               | 0                                | 0.0            | <u> </u>               | ) (        |
| 11 Intermediate Sales &                | 2019 | 0                                | 0                                  | 0.0            | 0.0                                    | 0                      | 0                | 0.0          |   |   |                  |                        |             |                               |                                    |           | _                      |            |                               |                                  |                |                        |            |
| Service Personnel                      | 0    | 0                                | 0                                  | 0.0            | 0.0                                    | 0                      | 0                | 0.0          | 0   | 0                                       | 0.0              | C                      | (           | ) (                           | 0                                  | 0.0       | 0                      | C          | (                             | 0                                | 0.0            | 0                      | ) (        |
| 12 Semi-Skilled Manual<br>Workers      | 2019 | 3                                | 0                                  | 0.0            | 62.9<br>0.0                            | 0                      | -2<br>0          | 0.0          | 0   | 0                                       | 0.0              |                        |             | ) (                           | 0                                  | 0.0       | 0                      | 0          |                               | 0 0                              | 0.0            | - c                    | ) (        |
|  | 1 ,  | ı                                | ٠,                                 | 0.0            | 0.0;                                   |                        |                  | 0.0          |   |   |                  | l                      |             | ×1                            | <u> </u>                           | 0.0       |                        |            | 1                             |                                  |                |                        | 1          |
| Data sources:                          |      | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data E<br>Analysis | ÷ D x 100      | Part 3:<br>Goals                       | E ÷ G x<br>100         | Part 3:<br>Goals | F÷I x 100    | Part 3: Goals                             | E÷ K x 100                              | Part 3:<br>Goals | F ÷ M x 100            |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
|  |      | <b></b>                          | 1                                  | <b>↓</b>       | <b>.</b>                               | 1                      | Ţ                | Ţ            | <b>J</b>                                  | Ţ                                       | <b>\</b>         | 1                      |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
|  |      |                                  | Entran                             | ts             |  |                        |                  |              | oals                                      |   |                  |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Employment Equity                      | Year | FI                               | ow Data Visible Mir                | itias          |  | Short-tei<br>Visible M |                  | i            |   | Long-ter<br>Visible M                   |                  |                        |             |                               |                                    |           |                        | 4          |                               |                                  |                |                        |            |
| Occupational Group (EEOG)              |      | All Employees                    | Actu                               |                | Goal                                   | Percent of             | Goal             | Percent of   | Goal                                      | Percent of                              | Goal             | Percent of             |             |                               |                                    |           | Č                      | ommen      | ILS                           |                                  |                |                        |            |
| ,                                      |      |                                  | Actio.                             | %              |  | Goal Met               |                  | Goal Met     | Guar<br>#                                 | Goal Met                                |                  | Goal Met               |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Administrative &                       | 0    | # 0                              | 0                                  | 0.0            | # 0                                    | %<br>0.0               | <b>%</b>         | 0.0          | # 0                                       | 0.0                                     | %<br>0.0         |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| 07 Senior Clerical                     | 3    | 0                                | 0                                  | 0.0            |  | 0                      | 0.0              | 0.0          |   | 0                                       | 0.0              |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| 08 Skilled Sales &                     | 0    | 0                                | 0                                  | 0.0            | 0                                      | 0.0                    | 0.0              |              | 0   | 0.0                                     | 0.0              |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Service Personnel                      | 0    | 0                                | 0                                  | 0.0            | n                                      | 0.0                    | 0.0              | 0.0          | n   | 0.0                                     | 0.0              | -                      |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| 09 Trades Workers                      | 3    | 0                                | 0                                  | 0.0            |  | 0.0                    | 0.0              | 0.0          |   | 0.0                                     | 0.0              |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| 10 Clerical Personnel                  | 0    | 0                                | 0                                  | 0.0            | 0                                      | 0.0                    | 25.2             |              | 0   | 0.0                                     | 25.2             |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
|  | 3    | 0                                | 0                                  | 0.0            |  | 0.0                    | 0.0              | 0.0          | ^   | 0.0                                     | 0.0              |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Intermediate Sales & Service Personnel | 3    | 0                                | 0                                  | 0.0            | 0                                      | 0.0                    | 0.0              | 0.0          | 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              |                        |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |
| Workers Workers                        |      |                                  |                                    | 0.0            | E4440000000000000000000000000000000000 |                        | 0.0              | 0.0          | Mark 000000000000000000000000000000000000 | E35000000000000000000000000000000000000 | 0.0              | 0.0                    |             |                               |                                    |           |                        |            |                               |                                  |                |                        |            |

|                              |   |                                  |                                  |                |                                  |                        |                  |                        | al Contr<br>t 7: Resu         |                                  |                  |                        |                 | •                             |                                  |          |               |                 |                               |                                  |                |               |            |
|------------------------------|---|----------------------------------|----------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|-----------------|-------------------------------|----------------------------------|----------|---------------|-----------------|-------------------------------|----------------------------------|----------------|---------------|------------|
|                              |   |                                  |                                  |                |                                  |                        |                  | Lai                    | t /. Rest                     |                                  | Canac            |                        | ie wiino        | riues                         |                                  |          |               |                 |                               |                                  |                |               |            |
|                              |   |                                  |                                  |                |                                  |                        |                  |                        |                               |                                  | 019-12           |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
|                              |   |                                  |                                  |                |                                  |                        |                  |                        |                               |                                  | U19-12           | -19                    |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| A B                          | С                                       | D                                | E                                | F              | G                                | Н                      | I                | J                      | K                             | L                                | M                | N                      | О               | P                             | Q                                | R        | S             | Т               | U                             | V                                | W              | X             | Y          |
| Data sources:                | ••••••                                  | Part 1:<br>Workforce<br>Analysis | Part 1:<br>Workforce<br>Analysis | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100         | E - H            | E÷H<br>x 100           | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | L÷K<br>x 100     | K x G ÷ 100            | L - N           | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis |          | P x F ÷ 100   | Q - S           | Part 2: Flow<br>Data Analysis | Part 2: Flow<br>Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100   | V - X      |
| 5                            |   | <b>.</b>                         | <b>\</b>                         | <b>↓</b>       | <b>\</b>                         | <b>↓</b>               | Ų.               | <b>↓</b>               | <b>V</b>                      | <b>V</b>                         | Ţ                | 1                      | <b>V</b>        | Ţ                             | <b>↓</b>                         | \        | Ţ             | Ų.              | Ţ                             | 1                                | Ţ              | Ţ             | <b>V</b>   |
|                              |   |                                  |                                  |                | orce Ar                          | •                      |                  |                        |                               |                                  |                  |                        |                 |                               | Flow                             | Data A   | nalysis       |                 |                               |                                  |                |               |            |
| Employment Equity            | Year                                    |                                  |                                  | W              | orkforce                         |                        |                  |                        |                               | ,                                | Hires            |                        |                 |                               | F                                | romotio  |               |                 |                               | Tei                              | minatio        |               |            |
| Occupational Group<br>(EEOG) |   | All Employees                    | n                                |                |                                  | Minorities             |                  | I                      | All Employees                 | ļ                                |                  | Minorities             |                 | All Employees                 | <u> </u>                         |          | Minorities    |                 | All Employees                 |                                  |                | Minorities    |            |
| (LLCC)                       | #                                       | H                                | Represe                          | entation<br>%  | Avan<br>%                        | lability #             | Gap<br>#         | EE Result              | Ħ                             | # Ac                             | tual %           | Expected #             | Difference<br># | ш                             | # Ac                             | tual %   | Expected<br># | Difference<br># | #                             | Actu                             | 18I<br>%       | Expected<br># | Difference |
| Other Sales & Service        | 2019                                    | 1                                | 0                                |                | 39.4                             | ŧ                      | 0                | 0.0                    | ,                             |                                  | ,,               |                        |                 |                               | ,,                               | <u> </u> | ,             |                 |                               |                                  | ,,,            | "             |            |
| Personnel                    | 0                                       | 0                                | 0                                | 0.0            | 0.0                              |                        | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | 0               | 0                             | 0                                | 0.0      | 0             | 0               | 0                             | 0                                | 0.0            | 0             | 0          |
| 14 Other Manual Workers      | 2019                                    | 2                                | 0                                | 0.0            | 31.2                             |                        | -1               | 0.0                    |                               |                                  |                  |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| 14 Other Manual Workers      | 0                                       | 0                                | 0                                | 0.0            | 0.0                              | -                      | 0                | 0.0                    | 0                             | 0                                | 0.0              | 0                      | 0               | 0                             | 0                                | 0.0      | 0             | 0               | 0                             | 0                                | 0.0            | 0             | 0          |
| Total                        | 2019                                    | 7,499                            | 1,645<br>0                       | 21.9           | 22.2<br>0.0                      |                        | -20              | 98.8<br>0.0            |                               |                                  |                  |                        |                 |                               | 0                                |          |               |                 |                               | 0                                |                |               |            |
|                              | U                                       | 0                                | U                                | 0.0            | 0.0                              | 1 0                    | U                | 0.0                    | U                             | y U                              | 0.0              | ıl 0                   | 0               | <u> </u>                      | 1 0                              | 0.0      | 0             | 0               | U                             | U                                | 0.0            | 0             | U          |
| Data sources:                | *************************************** | Part 2: Flow<br>Data Analysis    | Part 2: Flow<br>Data<br>Analysis | E ÷ D x 100    | Part 3:<br>Goals                 | E÷Gx<br>100            | Part 3:<br>Goals | F÷I x 100              | Part 3: Goals                 | E÷ K x 100                       | Part 3:<br>Goals | F ÷ M x 100            |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| <u> </u>                     | *************************************** | <u> </u>                         | <b>Ψ</b>                         | Ţ              | <u> </u>                         | Ψ                      | <b>.</b>         | Ţ                      | ↓                             | <u> </u>                         | <b></b>          | <u> </u>               | •               |                               |                                  |          |               |                 |                               |                                  |                |               |            |
|                              |   | New                              | Entrai                           | nts            |                                  |                        |                  | G                      | oals                          |                                  |                  |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| Employment Equity            | ***                                     | F                                | low Data                         |                |                                  | Short-te               | rm Goals         | S                      |                               | Long-ter                         | m Goals          |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| Occupational Group           | Year                                    |                                  | Visible M                        | linorities     |                                  | Visible N              | linorities       |                        |                               | Visible M                        | inorities        |                        |                 |                               |                                  |          | (             | Commen          | ts                            |                                  |                |               |            |
| (EEOG)                       |   | All Employees                    | Act                              | wal            | Goal                             | Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met | Goal                          | Percent of<br>Goal Met           | Goal             | Percent of<br>Goal Met |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
|                              | #                                       | #                                | #                                | %              | #                                | %                      | %                | %                      | #                             | %                                | %                | %                      |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| Other Sales & Service        | 0                                       | 0                                | 0                                | 0.0            | 0                                | 0.0                    | 0.0              | 0.0                    | 0                             | 0.0                              | 0.0              |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| Personnel                    | 3                                       | 0                                | 0                                | 0.0            |                                  |                        | 0.0              |                        |                               |                                  | 0.0              |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| 14 Other Manual Workers      | 3                                       | 0                                | 0                                |                | 0                                | 0.0                    | 31.2<br>0.0      |                        | 0                             | 0.0                              | 31.2             | 1                      |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
|                              | 0                                       | 0                                | 0                                | 0.0            | 0                                | 0,0                    | 0.0              |                        | 0                             | 0,0                              | 0.0              |                        |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |
| Total                        | 3                                       | 0                                |                                  | 0.0            |                                  | 9.0                    | 0.0              |                        | 0                             | 0.0                              | 0.0              | 1                      |                 |                               |                                  |          |               |                 |                               |                                  |                |               |            |

| Feder | ral Contractors Program Achievement Report |
|-------|--|
|       | Part 8: Reasonable Efforts                 |
|       | WSP Canada Inc.                            |
|       | 2019-12-19                                 |

#### **Efforts**

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

| Requi | red 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):  |  |  |  |  |
|        |   |  |  |  |  |
| Opei   | rational Context  |  |  |  |  |
| Please | check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        | Any reorganization or other corporate structural changes.   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        | Acquisitions, mergers or transfers of employees.  |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        | Significant lave ffs (include the number of ampleyons of feeted and the accounting law and of   |  |  |  |  |
|        | Significant layoffs (include the number of employees affected and the occupational groups of those employees).  |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |
|        |   |  |  |  |  |

| : 1      | Strikes (include dates, the number of employees affected and the occupational groups of those employees). |  |
|----------|---|--|
|          |   |  |
|          |   |  |
|          | Other.  |  |
|          |   |  |
|          |   |  |
| Addit    | tional Details  |  |
| Please 1 | provide any additional information (optional):  |  |
|          |   |  |
|          |   |  |
|          |   |  |



### EMPLOYMENT EQUITY SELF-IDENTIFICATION QUESTIONNAIRE

WSP Canada Inc. and its affiliates believe that all employees should be treated fairly. We promote employment equity in the workplace to ensure that women, Aboriginal peoples, persons with disabilities and visible minorities are fully represented at all levels of our organization. Our employment equity program ensures that our hiring and promotion practices are based on qualifications and ability.

As part of our employment equity program, we are collecting information about our workforce through this questionnaire. Identifying as a member of a designated group (women, Aboriginal peoples, persons with disabilities and visible minorities) in Sections B to E will help create an accurate picture of our workforce. We assure you that our workplace is a safe environment in which to self-identify. You can ask for the accommodation you need in order to fulfil your work related duties to the best of your ability.

Self-identification—sections B, C, D and E are voluntary. However, it is mandatory to complete Section A, sign in Section F, and return the questionnaire to Human Resources, even if you choose not to fill out any additional information.

The responses that you provide on this form will be retained for statistical purposes only; your confidentiality is protected. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.

This questionnaire is available in large print format upon request.

#### **Privacy Notice**

The information you provide is collected under the authority of sections 18 and 42 of the Employment Equity Act to enable our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractors Program.

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



### EMPLOYMENT EQUITY SELF-IDENTIFICATION QUESTIONNAIRE

| A.   | NAME:                    |   |  |  |  |
|--|--------------------------|---|--|--|--|
|  | OFFICE (CITY/PROVINCE):  |   |  |  |  |
|  | POSITION:                |   |  |  |  |
|  | EMPLOYEE NUMBER:         |   |  |  |  |
|  | EMPLOYMENT STATUS:       | Full-Time Employee:<br>Part-Time Employee:<br>Temporary Employee:<br>Variable Employee: |  |  |  |
|  |                          |   |  |  |  |
| В.   | GENDER:                  |   |  |  |  |
|  | Female:                  | Male: 🔲   |  |  |  |
| After reading the descriptions in each of the next three sections, answer "Yes" if any of the following apply to you. Please note that you may self-identify in more than one group. |                          |   |  |  |  |
| C.   | ABORIGINAL PEOPLES:      |   |  |  |  |
| According to the Employment Equity Act, an Aboriginal person is a person who is North American Indian, Inuit or Métis.   |                          |   |  |  |  |
|  | Are you an Aboriginal pe | rson?<br>No 🔲   |  |  |  |



### EMPLOYMENT EQUITY SELF-IDENTIFICATION QUESTIONNAIRE

#### **D.** VISIBLE MINORITIES:

According to the Employment Equity Act, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

#### Examples of visible minorities include but are not limited to:

Black

|                             | • Black   |
|-----------------------------|---|
|                             | Non-white Latin American (including Indigenous people from Central and South America)   |
|                             | • East Asian (e.g., Chinese, Japanese, Korean)  |
|                             | • South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)   |
|                             | • Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)   |
|                             | Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)   |
|                             | • People of mixed origin (e.g., with one parent in one of the visible minority groups listed above).  |
|                             | Are you a member of a visible minority?   |
|                             | Yes No  |
|                             |   |
|                             |   |
| _                           |   |
| E.                          | PERSONS WITH DISABILITIES:  |
| disa<br>emp<br>incl<br>jobs | arring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a advantage in employment by reason of that impairment, or who believe that an employer or potential ployer is likely to consider them to be at a disadvantage in employment because of that impairment. This udes people whose functional limitations due to their impairment have been accommodated in their current for workplaces (e.g., by the use of technical aids, changes to equipment or other working arrangements). |
| Exa                         | mples of disabilities include, but are not limited to:  |
|                             | • Coordination or dexterity impairment (e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)   |
|                             | • Mobility impairment (e.g., difficulty moving from one office to another, walking long distances or using stairs)  |
|                             | • Other disabilities (e.g., learning, developmental and other types of disabilities)  |
|                             | Are you a person with a disability?  Yes \( \sum \) No \( \sum \)   |
| F.                          | EMPLOYEE SIGNATURE:   |
|                             | EMI ECTEL GIGINITORE.   |
| Sigr                        | nature: Date:   |
|                             |   |
|                             |   |

| man m | ~   |
|-------|-----|
| Page  | -23 |

#### 02-Question 2 Data

The results of your workforce survey including:

7499 the number of employees that were surveyed;

47 the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and

7452 the number of fully completed and returned self-identification questionnaires.

# **Federal Contractors Program Report of the First Compliance Assessment**

**Employer Name: WSP Canada Inc.** 

Primary Location: Québec, Québec

**Number of Employees: 7499** 

| Ontario              | 2828 |
|----------------------|------|
| Québec               | 2195 |
| Alberta              | 1285 |
| British Columbia     | 732  |
| Manitoba             | 153  |
| Saskatchewan         | 127  |
| Nova Scotia          | 96   |
| New Brunswick        | 66   |
| Prince Edward Island | 12   |
| Yukon                | 5    |

## **Organization Overview:**

NAICS 5413 (Architectural, Engineering, and Related Services)

(WSP is one of the world's leading professional services firms. We provide technical expertise and strategic advice to clients in the Transportation, Infrastructure, Buildings, Energy, Resources and Industrial, Environment and Geomatics.)

### **Key Dates – First Year Assessment**

Initiated: 2019-12-17 Received: 2019-12-19 Workforce 2019-12-19

Analysis:

NOTE: 2018-07-18: WSP CANADA INC. PURCHASED OPUS STEWART WEIR & CO LTD AND OTHER COMPANIES. THIS ASSESSMENT WILL BE TREATED AS A FIRST ASSESSMENT. APPROVED BY GZ.

#### **COLLECTION OF WORKFORCE INFORMATION**

Number of employees the questionnaire was sent to: Number of questionnaires returned:

Number of completed questionnaires returned:

| #    | %   |
|------|-----|
| 7499 | 100 |
| 7499 | 100 |
| 7499 | 100 |

- Mark The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

#### **WORKFORCE ANALYSIS & GOAL SETTING**

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

Observations: Contractor used old goal setting tool to establish short & long term goals so I pre-filled the new Excel Achievement Report for them and will send back to for review and approval once this is reviewed and approved by manager.

## **SUMMARY OF GOALS**

### Women

|     | Workforce Analysis Results         |         | Go             | als           |                |      |
|-----|------------------------------------|---------|----------------|---------------|----------------|------|
| Emp | ployment Equity Occupational Group | Present | Short-<br>term | Long-<br>term | Representation | LMA  |
|     | (EEOG)                             | Gap     | (1 to 3 years) | (3+<br>years) |                |      |
| #   | Description                        | #       | %              | %             | %              | %    |
| 01  | Senior Managers                    | -2      | 27.6           | 27.6          | 22.2           | 27.6 |
| 02  | Middle & Other Managers            | -290    | 39.4           | 39.4          | 23.0           | 39.4 |
| 09  | Skilled Crafts & Trades Workers    | -1      | 13.5           | 13.5          | 0.0            | 13.5 |
| 13  | Other Sales & Service Personnel    | -1      | 50.0           | 50.0          | 0.0            | 54.0 |

## **Observations:**

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

# **Aboriginal Peoples**

|     | Workforce Analysis Results                 |         | Go             | als           |                |     |
|-----|--|---------|----------------|---------------|----------------|-----|
| Fmr | ployment Equity Occupational Group         | Present | Short-<br>term | Long-<br>term | Representation | LMA |
| ,   | (EEOG)                                     | Gap     | (1 to 3        | (3+           |                |     |
|     |  |         | years)         | years)        |                |     |
| #   | Description                                | #       | %              | %             | %              | %   |
| 01  | Senior Managers                            | -1      | 3.2            | 3.2           | 0.0            | 3.2 |
| 02  | Middle & Other Managers                    | -41     | 2.7            | 2.7           | 0.4            | 2.7 |
| 03  | Professionals                              | -17     | 1.5            | 1.5           | 0.9            | 1.5 |
| 04  | Semi-Professionals & Technicians           | -37     | 2.7            | 2.7           | 1.1            | 2.7 |
| 07  | Administrative & Senior Clerical Personnel | -5      | 2.5            | 2.5           | 1.3            | 2.5 |
| 10  | Clerical Personnel                         | -4      | 2.3            | 2.3           | 0.0            | 2.3 |

## **Observations:**

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

# **Members of Visible Minorities**

|     | Workforce Analysis Results         |         | Go             | als           |                |      |
|-----|------------------------------------|---------|----------------|---------------|----------------|------|
| Emp | ployment Equity Occupational Group | Present | Short-<br>term | Long-<br>term | Representation | LMA  |
|     | (EEOG)                             | Gap     | (1 to 3        | (3+           |                |      |
|     |                                    |         | years)         | years)        |                |      |
| #   | Description                        | #       | %              | %             | %              | %    |
| 02  | Middle & Other Managers            | -47     |                |               | 14.9           | 17.6 |
| 03  | Professionals                      | -5      |                |               | 28.1           | 28.3 |
| 10  | Clerical Personnel                 | -14     |                |               | 17.1           | 25.2 |
| 12  | Semi-Skilled Manual Workers        | -2      |                |               | 0.0            | 62.9 |
| 14  | Other Manual Workers               | -1      |                |               | 0.0            | 31.2 |

## Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

## **Persons with Disabilities**

|           | Workforce Analysis Results                 |                | Go                        | als                  |                |      |
|-----------|--|----------------|---------------------------|----------------------|----------------|------|
| Emp       | oloyment Equity Occupational Group (EEOG)  | Present<br>Gap | Short-<br>term<br>(1 to 3 | Long-<br>term<br>(3+ | Representation | LMA  |
|           | ,  |                | years)                    | years)               |                |      |
| #         | Description                                | #              | %                         | %                    | %              | %    |
| 01/<br>02 | Managers                                   | -82            | 5.0                       | 5.0                  | 0.4            | 5.0  |
| 03        | Professionals                              | -223           | 8.9                       | 8.9                  | 0.9            | 8.9  |
| 04        | Semi-Professionals & Technicians           | -148           | 7.6                       | 7.6                  | 1.1            | 7.6  |
| 07        | Administrative & Senior Clerical Personnel | -40            | 10.0                      | 10.0                 | 1.1            | 10.0 |
| 09        | Skilled Crafts & Trades Workers            | -1             | 7.8                       | 7.8                  | 0.0            | 7.8  |
| 10        | Clerical Personnel                         | -15            | 9.3                       | 9.3                  | 0.6            | 9.3  |

## **Observations:**

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

#### RECOMMENDATION

I recommend that the employer be found:

 $\boxtimes$  in compliance  $\square$  in non-compliance

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

- As a number of gaps are still present, 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 that there are a number of gaps in all four designated groups, 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: December 23, 2019

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

Sent: January 10, 2020 4:25 PM

To: 'ryan.brain@wsp.com' <ryan.brain@wsp.com>

Cc: 'andrew.sebastian@wspgroup.com' <andrew.sebastian@wspgroup.com>

Subject: Government of Canada Agreement Number: 10000259 - Notification of Compliance with the

**Federal Contractors Program** 

Cette information est également disponible en français sur demande.

#### Dear Brian Brain:

I am writing to inform you that the compliance assessment initiated on December 17, 2016 has been completed. As a result of the assessment, WSP Canada Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of WSP Canada Inc. 's employment equity program.

- As a number of gaps are still present, 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 that there are a number of gaps in all four designated groups, 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.

### **Next Steps**

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on December 16, 2022. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When WSP Canada Inc. is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining 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 reasonable progress has not been made, WSP Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the <u>Workplace Equity Information Management System</u> (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Céline Brown at celine.brown@labour-travail.gc.ca.

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

## 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



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

## Federal Contractors Program\_December 2019

|                    |       |      |       |                | Women          |              |      |        |           |
|--------------------|-------|------|-------|----------------|----------------|--------------|------|--------|-----------|
|                    |       |      |       | Representation |                | Availability |      |        |           |
| TOTAL COMBINED     | Total | Men  | Women | %              | Availability % | #            | Gap  | Goal # | 3 yr Goal |
| Senior Managers    | 36    | 28   | 8     | 22%            | 27.6%          | 10           | -2   | 10     | 27.8%     |
| Middle and Other   | 1764  | 1359 | 405   | 23%            | 39.4%          | 695          | -290 | 460    | 26.1%     |
| Professionals      | 2801  | 1875 | 926   | 33%            | 22.8%          | 639          | 287  | 926    |           |
| Semi-Professionals | 2260  | 1731 | 529   | 23%            | 19.5%          | 441          | 88   | 529    |           |
| Supervisors        | 1     | 0    | 1     | 100%           | 5.8%           | 1            | 0    | 1      |           |
| Admin              | 449   | 50   | 399   | 89%            | 81.2%          | 365          | 34   | 399    |           |
| Skilled Crafts     | 7     | 7    | 0     | 0%             | 12.5%          | 1            | -1   | 1      | 14.3%     |
| Clericial          | 175   | 39   | 136   | 78%            | 65.1%          | 114          | 22   | 136    |           |
| Semi Skilled       | 3     | 2    | 1     | 33%            | 20.1%          | 1            | 0    | 1      |           |
| Other Sales        | 1     | 1    | 0     | 0%             | 54.0%          | 1            | -1   | 1      | 10.0%     |
| Other Manual       | 2     | 0    | 2     | 100%           | 17.6%          | 0            | 2    | 2      |           |
| TOTAL              | 7499  | 5092 | 2407  | 32%            | 30.2%          | 2268         | 139  | 2466   | 32.9%     |

|                    |       |     |       |                | Aboriginal   |                |      |        |           |
|--------------------|-------|-----|-------|----------------|--------------|----------------|------|--------|-----------|
|                    |       |     |       | Representation | Availability |                |      |        |           |
| TOTAL COMBINED     | Total | Men | Women | %              | %            | Availability # | Gap  | Goal # | 3 yr Goal |
| Senior Managers    | 0     | 0   | 0     | 0.0%           | 3.2%         | 1              | -1   | 1      |           |
| Middle and Other   | 7     | 6   | 1     | 0.4%           | 2.7%         | 48             | -41  | 15     | 0.9%      |
| Professionals      | 25    | 14  | 11    | 0.9%           | 1.5%         | 42             | -17  | 30     | 1.1%      |
| Semi-Professionals | 24    | 17  | 7     | 1.1%           | 2.7%         | 61             | -37  | 30     | 1.3%      |
| Supervisors        | 0     | 0   | 0     | 0.0%           | 3.1%         | 0              | 0    | 0      | 0.0%      |
| Admin              | 6     | 0   | 6     | 1.3%           | 2.5%         | 11             | -5   | 10     | 2.2%      |
| Skilled Crafts     | 0     | 0   | 0     | 0.0%           | 7.0%         | 0              | 0    | 1      | 14.3%     |
| Clericial          | 0     | 0   | 0     | 0.0%           | 2.3%         | 4              | -4   | 3      | 1.7%      |
| Semi Skilled       | 0     | 0   | 0     | 0.0%           | 0.8%         | 0              | 0    | 0      | 0.0%      |
| Other Sales        | 0     | 0   | 0     | 0.0%           | 12.1%        | 0              | 0    | 0      | 0.0%      |
| Other Manual       | 0     | 0   | 0     | 0.0%           | 5.0%         | 0              | 0    | 0      | 0.0%      |
| TOTAL              | 62    | 37  | 25    | 0.8%           | 2.2%         | 167            | -105 | 90     | 1.2%      |

|                    |       |     |       | Pers           | ons w Disabilitie | s            |      |        |           |
|--------------------|-------|-----|-------|----------------|-------------------|--------------|------|--------|-----------|
|                    |       |     |       | Representation |                   | Availability |      |        |           |
| TOTAL COMBINED     | Total | Men | Women | %              | Availability %    | #            | Gap  | Goal # | 3 yr Goal |
| Senior Managers    | 0     | 0   | 0     | 0.0%           |                   |              | 0    | 0      |           |
| Middle and Other   | 8     | 5   | 3     | 0.5%           | 5.0%              | 9            | -1   | 9      | 0.5%      |
| Professionals      | 26    | 16  | 10    | 0.9%           | 8.9%              | 249          | -223 | 40     | 1.4%      |
| Semi-Professionals | 24    | 17  | 7     | 1.1%           | 7.6%              | 172          | -148 | 40     | 1.8%      |
| Supervisors        | 0     | 0   | 0     | 0.0%           | 27.5%             | 0            | 0    | 0      | 0.0%      |
| Admin              | 5     | 2   | 3     | 1.1%           | 10.0%             | 45           | -40  | 10     | 2.2%      |
| Skilled Crafts     | 0     | 0   | 0     | 0.0%           | 7.8%              | 1            | -1   | 0      | 0.0%      |
| Clericial          | 1     | 0   | 1     | 0.6%           | 9.3%              | 16           | -15  | 5      | 2.9%      |
| Semi Skilled       | 0     | 0   | 0     | 0.0%           | 10.3%             | 0            | 0    | 0      | 0.0%      |
| Other Sales        | 0     | 0   | 0     | 0.0%           | 10.7%             | 0            | 0    | 0      | 0.0%      |
| Other Manual       | 0     | 0   | 0     | 0.0%           | 6.8%              | 0            | 0    | 0      | 0.0%      |
| TOTAL              | 64    | 40  | 24    | 0.9%           | 7.6%              | 573          | -509 | 104    | 1.4%      |

|                    |       |      |       | Vi                                    | Visible Minorities |                |          |        |           |
|--------------------|-------|------|-------|---------------------------------------|--------------------|----------------|----------|--------|-----------|
| TOTAL COMBINED     | Total | Men  | Women | Women Representation % Availability % | Availability %     | Availability # | Gap      | Goal # | 3 yr Goal |
| Senior Managers    | 6     | 3    | 3     | 16.7%                                 | 11.5%              | 4              | 2        | 6      |           |
| Middle and Other   | 263   | 198  | 65    | 14.9%                                 | 17.6%              | 310            | -47      | 290    | 16.4%     |
| Professionals      | 788   | 531  | 257   | 28.1%                                 | 28.3%              | 793            | տ        | 792    | 28.3%     |
| Semi-Professionals | 458   | 339  | 119   | 20.3%                                 | 18.6%              | 420            | 38       | 458    |           |
| Supervisors        | Ь     | 0    | Ъ     | 100.0%                                | 36.7%              | 0              | Ъ        | Ъ      |           |
| Admin              | 97    | 15   | 82    | 21.6%                                 | 19.8%              | 89             | <b>∞</b> | 97     |           |
| Skilled Crafts     | 2     | 2    | 0     | 28.6%                                 | 7.8%               | ב              | 1        | 2      |           |
| Clericial          | 30    | 10   | 20    | 17.1%                                 | 25.2%              | 44             | -14      | 40     | 22.9%     |
| Semi Skilled       | 0     | 0    | 0     | 0.0%                                  | 62.9%              | 2              | -2       | 0      |           |
| Other Sales        | 0     | 0    | 0     | 0.0%                                  | 39.4%              | 0              | 0        | 0      |           |
| Other Manual       | 0     | 0    | 0     | 0.0%                                  | 31.2%              | 1              | <u>-</u> | 0      |           |
| TOTAL              | 1645  | 1098 | 547   | 21.9%                                 | 22.2%              | 1664           | -19      | 1686   | 22%       |

|                    |       | All Employees |       |       | Aboriginal |       |       | Persons w | Disabilities |        | Visible Mir | norities |
|--------------------|-------|---------------|-------|-------|------------|-------|-------|-----------|--------------|--------|-------------|----------|
| FULL TIME          | Total | Men           | Women | Total | Men        | Women | Total | Men       | Women        | Total  | Men         | Women    |
| Senior Managers    | 35    | 27            | 8     |       |            |       |       |           |              | 6      | 3           | 3        |
| Middle and Other   | 1688  | 1296          | 392   | 6     | 5          | 1     | 8     | 5         | :            | 3 260  | 197         | 63       |
| Professionals      | 2572  | 1715          | 857   | 21    | 11         | 10    | 26    | 16        | 10           | 755    | 505         | 250      |
| Semi-Professionals | 1556  | 1129          | 427   | 12    | 7          | 5     | 18    | 14        | 4            | 4 349  | 246         | 103      |
| Supervisors        | 1     |               | 1     |       |            |       |       |           |              | 1      |             | 1        |
| Admin              | 426   | 48            | 378   | 6     |            | 6     | 5     | 2         | 3            | 3 97   | 15          | 82       |
| Skilled Crafts     | 5     | 5             |       |       |            |       |       |           |              | 2      | 2           |          |
| Clericial          | 154   | 29            | 125   |       |            |       | 1     |           | :            | 1 30   | 10          | 20       |
| Semi Skilled       | 3     | 2             | . 1   |       |            |       |       |           |              |        |             |          |
| Other Sales        | 1     | 1             |       |       |            |       |       |           |              |        |             |          |
| Other Manual       | 2     |               | 2     |       |            |       |       |           |              |        |             |          |
| TOTAL              | 6443  | 4252          | 2191  | 45    | 23         | 22    | 58    | 37        | 2:           | 1 1500 | 978         | 522      |

|                    |       | All Employees |       |       | Aboriginal |       |       | Persor | s w Disabilitie | es    | Visib | le Mind | orities |
|--------------------|-------|---------------|-------|-------|------------|-------|-------|--------|-----------------|-------|-------|---------|---------|
| PART TIME          | Total | Men           | Women | Total | Men        | Women | Total | Men    | Women           | Total | Men   | ٧       | Vomen   |
| Senior Managers    | 1     | 1             |       |       |            |       |       |        |                 |       |       |         |         |
| Middle and Other   | 76    | 63            | 13    | 1     | 1          |       |       |        |                 |       | 3     | 1       | 2       |
| Professionals      | 229   | 160           | 69    | 4     | 3          | 1     |       |        |                 |       | 33    | 26      | 7       |
| Semi-Professionals | 704   | 602           | 102   | 12    | 10         | 2     | !     | 6      | 3               | 3 1   | 09    | 93      | 16      |
| Supervisors        |       |               |       |       |            |       |       |        |                 |       |       |         |         |
| Admin              | 23    | 2             | 21    |       |            |       |       |        |                 |       |       |         |         |
| Skilled Crafts     | 2     | 2             |       |       |            |       |       |        |                 |       |       |         |         |
| Clericial          | 21    | 10            | 11    |       |            |       |       |        |                 |       |       |         |         |
| Semi Skilled       |       |               |       |       |            |       |       |        |                 |       |       |         |         |
| Other Sales        |       |               |       |       |            |       |       |        |                 |       |       |         |         |
| Other Manual       |       |               |       |       |            |       |       |        |                 |       |       |         |         |
| TOTAL              | 1056  | 840           | 216   | 17    | 14         | 3     | }     | 6      | 3               | 3 1   | 45    | 120     | 25      |

|                    | All Employees |      |       | Aboriginal |     |       |       | Persons w Disabilities |       |       | Visible Minorities |       |
|--------------------|---------------|------|-------|------------|-----|-------|-------|------------------------|-------|-------|--------------------|-------|
| TOTAL COMBINED     | Total         | Men  | Women | Total      | Men | Women | Total | Men                    | Women | Total | Men                | Women |
| Senior Managers    | 36            | 28   | 8     | 0          | 0   | 0     | 0     | 0                      | 0     | 6     | 3                  | 3     |
| Middle and Other   | 1764          | 1359 | 405   | 7          | 6   | 1     | 8     | 5                      | 3     | 263   | 198                | 65    |
| Professionals      | 2801          | 1875 | 926   | 25         | 14  | 11    | 26    | 16                     | 10    | 788   | 531                | 257   |
| Semi-Professionals | 2260          | 1731 | 529   | 24         | 17  | 7     | 24    | 17                     | 7     | 458   | 339                | 119   |
| Supervisors        | 1             | 0    | 1     | 0          | 0   | 0     | 0     | 0                      | 0     | 1     | 0                  | 1     |
| Admin              | 449           | 50   | 399   | 6          | 0   | 6     | 5     | 2                      | 3     | 97    | 15                 | 82    |
| Skilled Crafts     | 7             | 7    | 0     | 0          | 0   | 0     | 0     | 0                      | 0     | 2     | 2                  | 0     |
| Clericial          | 175           | 39   | 136   | 0          | 0   | 0     | 1     | 0                      | 1     | 30    | 10                 | 20    |
| Semi Skilled       | 3             | 2    | 1     | 0          | 0   | 0     | 0     | 0                      | 0     | 0     | 0                  | 0     |
| Other Sales        | 1             | 1    | 0     | 0          | 0   | 0     | 0     | 0                      | 0     | 0     | 0                  | 0     |
| Other Manual       | 2             | 0    | 2     | 0          | 0   | 0     | 0     | 0                      | 0     | 0     | 0                  | 0     |
| TOTAL              | 7499          | 5092 | 2407  | 62         | 37  | 25    | 64    | 40                     | 24    | 1645  | 1098               | 547   |