



Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY

Agreement N°:

### Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Welch LLP/Levesque Marchand S.E.N.C.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Welch LLP	Business Number [REDACTED] Total number of employees in Canada (Permanent Full-Time and/or Part-Time) <b>272</b>
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm</a> 541212	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 123 Slater Street, 3rd floor	City Ottawa	Province ON	Postal Code K1P 5H2
Telephone Number 613-236-9191			

EMPLOYMENT EQUITY CONTACT		
Name (print) Kathryn Hancock	Title HR Manager	
Telephone Number 613-236-9191 x 134	E-mail Address khancock@welchllp.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Michael Burch	Title Managing Partner
Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

2017/03/07

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

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

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

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



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

Reporting Period 2017-06-01 to 2019-12-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)



	Province				Census Metropolitan Areas			
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	255	8	0	263	Toronto	18	0	18
Québec	11	0	0	11	Ottawa - Gatineau	195	7	202
<b>Total Employees in Canada</b>				<b>274</b>	Belleville	53	1	54
					<b>Total Employees in Canada</b>			<b>274</b>



Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario

Reporting Period 2017-06-01 to 2019-12-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	79	46	33							12	7	5
	<b>Total</b>	79	46	33							12	7	5
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	6	3									
	<b>Total</b>	9	6	3									
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	111	54	57	1		1				22	11	11
	<b>Total</b>	111	54	57	1		1				22	11	11
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	49	7	42				2	1	1	8		8
	<b>Total</b>	49	7	42				2	1	1	8		8



**Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Ontario**

008417

**Reporting Period 2017-06-01 to 2019-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7		7							2		2
	<b>Total</b>		7		7							2	
<b>Total Number of Employees</b>		<b>255</b>	<b>113</b>	<b>142</b>	<b>1</b>		<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>44</b>	<b>18</b>	<b>26</b>



**Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Ontario**

Reporting Period 2017-06-01 to 2019-12-31

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



Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Québec

Reporting Period 2017-06-01 to 2019-12-31

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



**Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Québec**

**Reporting Period 2017-06-01 to 2019-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>11</b>	<b>2</b>	<b>9</b>							<b>1</b>		<b>1</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2017-06-01 to 2019-12-31

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>255</b>	<b>113</b>	<b>142</b>	<b>1</b>		<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>44</b>	<b>18</b>	<b>26</b>
<b>Total Number of Employees</b>	<b>255</b>	<b>113</b>	<b>142</b>	<b>1</b>		<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>44</b>	<b>18</b>	<b>26</b>





FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2017-06-01 to 2019-12-31

008422

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2017-06-01 to 2019-12-31

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2017-06-01 to 2019-12-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	9	5	4							1	1	
Middle and Other Managers	5	3	2									
Professionals	70	34	36	1		1				19	10	9
Administrative and Senior Clerical Personnel	34	4	30				1	1		10		10
Clerical Personnel	7		7							2		2
<b>Total Number of Employees Hired</b>	<b>125</b>	<b>46</b>	<b>79</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>1</b>		<b>32</b>	<b>11</b>	<b>21</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Ontario

Reporting Period 2017-06-01 to 2019-12-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	<b>20</b>	<b>10</b>	<b>10</b>							<b>8</b>	<b>3</b>	<b>5</b>
<b>Administrative and Senior Clerical Personnel</b>	<b>3</b>	<b>1</b>	<b>2</b>									
<b>Total Number of Employees Hired</b>	<b>23</b>	<b>11</b>	<b>12</b>							<b>8</b>	<b>3</b>	<b>5</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2017-06-01 to 2019-12-31

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



**Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2017-06-01 to 2019-12-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	<b>29</b>	<b>20</b>	<b>9</b>							<b>9</b>	<b>6</b>	<b>3</b>
<b>Middle and Other Managers</b>	<b>1</b>	<b>1</b>								<b>1</b>	<b>1</b>	
<b>Professionals</b>	<b>21</b>	<b>13</b>	<b>8</b>							<b>5</b>	<b>3</b>	<b>2</b>
<b>Total Number of Employees Promoted</b>	<b>51</b>	<b>34</b>	<b>17</b>							<b>15</b>	<b>10</b>	<b>5</b>
<b>Total Number of Promotions</b>	<b>56</b>	<b>39</b>	<b>17</b>							<b>17</b>	<b>12</b>	<b>5</b>



**Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Ontario**

**Reporting Period 2017-06-01 to 2019-12-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	12	9	3							3	3	
<b>Middle and Other Managers</b>	2	2								1	1	
<b>Professionals</b>	47	29	18							17	11	6
<b>Administrative and Senior Clerical Personnel</b>	19	1	18							8		8
<b>Clerical Personnel</b>	5		5									
<b>Total Number of Employees Terminated</b>	<b>85</b>	<b>41</b>	<b>44</b>							<b>29</b>	<b>15</b>	<b>14</b>



**Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / Ontario**

**Reporting Period 2017-06-01 to 2019-12-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	<b>20</b>	<b>9</b>	<b>11</b>							<b>10</b>	<b>3</b>	<b>7</b>
<b>Administrative and Senior Clerical Personnel</b>	<b>1</b>		<b>1</b>									
<b>Total Number of Employees Terminated</b>	<b>21</b>	<b>9</b>	<b>12</b>							<b>10</b>	<b>3</b>	<b>7</b>





### Workforce Analysis - Summary Report

Date: 2020-01-22

#### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	84	36	42.9 %	27.6 %	23	13
02 : Middle and Other Managers	9	3	33.3 %	39.4 %	4	-1
03 : Professionals	128	69	53.9 %	55.1 %	71	-2
07 : Administrative and Senior Clerical Personnel	54	46	85.2 %	79.1 %	43	3
10 : Clerical Personnel	9	9	100.0 %	65.8 %	6	3
<b>Total</b>	<b>284</b>	<b>163</b>	<b>57.4 %</b>	<b>51.4 %</b>	<b>147</b>	<b>16</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2020-01-22

### Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	84	0	0.0 %	3.2 %	3	-3
02 : Middle and Other Managers	9	0	0.0 %	2.7 %	0	0
03 : Professionals	128	1	0.8 %	1.5 %	2	-1
07 : Administrative and Senior Clerical Personnel	54	0	0.0 %	3.5 %	2	-2
10 : Clerical Personnel	9	0	0.0 %	3.6 %	0	0
<b>Total</b>	<b>284</b>	<b>1</b>	<b>0.4 %</b>	<b>2.5 %</b>	<b>7</b>	<b>-6</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2020-01-22

### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	84	12	14.3 %	11.5 %	10	2
02 : Middle and Other Managers	9	0	0.0 %	17.6 %	2	-2
03 : Professionals	128	28	21.9 %	32.1 %	41	-13
07 : Administrative and Senior Clerical Personnel	54	8	14.8 %	13.2 %	7	1
10 : Clerical Personnel	9	3	33.3 %	16.5 %	1	2
<b>Total</b>	<b>284</b>	<b>51</b>	<b>18.0 %</b>	<b>21.5 %</b>	<b>61</b>	<b>-10</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2020-01-22

### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	93	0	0.0 %	5.0 %	5	-5
03 : Professionals	128	0	0.0 %	8.9 %	11	-11
07 : Administrative and Senior Clerical Personnel	54	2	3.7 %	10.0 %	5	-3
10 : Clerical Personnel	9	0	0.0 %	9.3 %	1	-1
<b>Total</b>	<b>284</b>	<b>2</b>	<b>0.7 %</b>	<b>7.8 %</b>	<b>22</b>	<b>-20</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2020-01-22

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



### Workforce Analysis - Summary Report

Date: 2020-01-22

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National









## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

Welch LLP/Levesque Marchand S.E.N.C.

[Date: 2020-01-22]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	6	1

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	31

**Table 4: Persons with Disabilities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Persons with Disabilities		
		Representation		Availability*
		#	#	%
01/02	Managers	9	0	4.30
03	Professionals	137	1	3.80
04	Semi-Professionals & Technicians	3	0	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	29	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	14	3	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>192</b>	<b>4</b>	<b>4.0</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

#### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Persons with Disabilities		
		Representation		Availability*
		#	#	%
		93	0	5.0
		118	0	8.9
		0	0	0.0
		0	0	0.0
		0	0	0.0
		54	2	10.0
		0	0	0.0
		0	0	0.0
		9	0	9.3
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		<b>274</b>	<b>2</b>	<b>7.8</b>

**\* Source:**

2017 Canadian Survey on Disability









**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Table 1: Women**

Employment Equity Occupational Group (EOG)		All Employees																				
		First/Previous Short-term Goals											Women									
		Number			Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)	Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	YYYY-MM-DD	Annually		Over 3 Years	From - To			YYYY - YYYY						
		2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-6-1	Annually	Over 3 Years	2017	2020									
#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%						
01	Senior Managers	0	0.0%		0	28.6%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
02	Middle & Other Managers	9	0.0%		0	22.2%		0	0	5	0.0%		-1	0	0	38.9%	1	1	55.6%	55.6%		
03	Professionals	137	-4.9%		0	52.5%		0	0	65	0.0%		11	0	0	55.3%	-11	-11	47.4%	47.4%		
04	Semi-Professionals & Tech	3	-100.0%		0	0.0%		0	0	0	0.0%		0	0	0	23.1%	-1	-1	0.0%	0.0%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	29	23.0%		0	48.2%		0	0	26	0.0%		-2	0	0	82.2%	2	2	89.7%	89.7%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	14	-13.7%		0	43.5%		0	0	14	0.0%		-4	0	0	68.2%	4	4	100.0%	100.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>192</b>	<b>12.6%</b>		<b>0</b>	<b>45.5%</b>		<b>0</b>	<b>0</b>	<b>110</b>	<b>0.0%</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>59.0%</b>	<b>-3</b>	<b>-3</b>	<b>57.3%</b>	<b>57.3%</b>		

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

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	11	0.0	30	0.0	
04	Semi-Professionals & Tech	1	0.0	2	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>12</b>		<b>32</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

Employment Equity Occupational Group (EOG)		Table 3: Aboriginal Peoples																						
		All Employees								First/Previous Short-term Goals														
		Growth (New Positions)				Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Number			Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual		Projected		Actual		Projected			From - To													
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual		Over 3 Years	2017	2020											
2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-6-1	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020	%	#	#	%	%						
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%						
01	Senior Managers	0	0.0%		0	28.6%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
02	Middle & Other Managers	9	0.0%		0	22.2%		0	0	0	0.0%		0	0	0	2.2%	0	0	0.0%	0.0%				
03	Professionals	137	-4.9%		0	52.5%		0	0	1	0.0%		0	0	0	1.4%	-1	-1	0.7%	0.7%				
04	Semi-Professionals & Tech	3	-100.0%		0	0.0%		0	0	0	0.0%		0	0	0	1.6%	0	0	0.0%	0.0%				
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
07	Administrative & Sr Clerical	29	23.0%		0	48.2%		0	0	0	0.0%		0	1	0	3.4%	-1	-1	0.0%	0.0%				
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
10	Clerical Personnel	14	-13.7%		0	43.5%		0	0	0	0.0%		0	0	0	3.5%	0	0	0.0%	0.0%				
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
<b>Total</b>		192	12.6%		0	45.5%		0	0	1	0.0%		0	3	0	1.9%	-3	-3	0.5%	0.5%				

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

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

Employment Equity Occupational Group (EOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	1	0.0	2	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.0	2	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		2		4		

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
						From Flow														



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals											Persons with Disabilities							
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To					
	2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-6-1	Annually	Over 3 Years	#	2017	2020	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	9	0.0%	0	25.4%	0	0	0	0	0.0%	0	0	0	0	4.3%	0	0	0.0%	0.0%	
03 Professionals	137	-4.9%	0	52.5%	0	0	0	1	0.0%	0	4	0	3.8%	-4	-4	0.7%	0.7%		
04 Semi-Professionals & Tech	3	-100.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%		
05 Supervisors	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	29	23.0%	0	48.2%	0	0	0	0	0.0%	0	1	0	3.4%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	14	-13.7%	0	43.5%	0	0	0	3	0.0%	0	-2	0	7.0%	2	2	21.4%	21.4%		
11 Intermediate Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>192</b>	<b>12.6%</b>	<b>0</b>	<b>45.5%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0.0%</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4.0%</b>	<b>-4</b>	<b>-4</b>	<b>2.1%</b>	<b>2.1%</b>		

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	4	0.0	10	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	1	0.0	2	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>5</b>		<b>12</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		All Employees										Members of Visible Minorities									
		First/Previous Short-term Goals																			
		Number			Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number			Turnover (Replacement of Terminated Employees)	Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years			From - To						
		2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-6-1	Annually	Over 3 Years	#	2017	2020	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%			
01	Senior Managers	0	0.0%		0	28.6%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
02	Middle & Other Managers	9	0.0%		0	22.2%		0	0	0	0.0%	0	1	-1	15.0%	-1	-1	0.0%	0.0%		
03	Professionals	137	-4.9%		0	52.5%		0	0	26	0.0%	0	11	0	27.1%	-11	-11	19.0%	19.0%		
04	Semi-Professionals & Tech	3	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	35.3%	0	0	33.3%	33.3%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	29	23.0%		0	48.2%		0	0	5	0.0%	0	-2	0	9.6%	2	2	17.2%	17.2%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	14	-13.7%		0	43.5%		0	0	1	0.0%	0	0	0	10.0%	0	0	7.1%	7.1%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>192</b>	<b>12.6%</b>		<b>0</b>	<b>45.5%</b>		<b>0</b>	<b>0</b>	<b>33</b>	<b>0.0%</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>22.8%</b>	<b>-11</b>	<b>-11</b>	<b>17.2%</b>	<b>17.2%</b>		

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	1	0.0	2	0.0	
03	Professionals	11	0.0	30	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>12</b>		<b>32</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Table 9: Women**

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current Short-term Goals								
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Number	Projected		Projected		Number		Over 3 Years	From - To										
		YYYY-MM-DD	Actual	Over 3 Years	Actual	Over 3 Years	YYYY-MM-DD	Annually	YYYY - YYYY											
		2019-12-31	Annually	Annually	Annually	Annually	2019-12-31	Annually	2019	2022										
#	%	%	#	%	#	%	#	%	%	#	%	%	#	%	%					
01	Senior Managers	84	0.0%	0	28.6%	0	0	36	0.0%	0	-13	0	27.6%	13	13	42.9%	42.9%			
02	Middle & Other Managers	9	0.0%	0	22.2%	0	0	3	0.0%	0	1	0	39.4%	-1	-1	33.3%	33.3%			
03	Professionals	118	-4.9%	0	52.5%	0	0	63	0.0%	0	2	0	55.3%	-2	-2	53.4%	53.4%			
04	Semi-Professionals & Tech	0	-100.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
05	Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
06	Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	54	23.0%	0	48.2%	0	0	46	0.0%	0	-3	0	79.1%	3	3	85.2%	85.2%			
08	Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	9	-13.7%	0	43.5%	0	0	9	0.0%	0	-3	0	65.8%	3	3	100.0%	100.0%			
11	Intermediate Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
13	Other Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
<b>Total</b>		<b>274</b>	<b>12.6%</b>	<b>0</b>	<b>45.5%</b>	<b>0</b>	<b>0</b>	<b>157</b>	<b>0.0%</b>	<b>0</b>	<b>-16</b>	<b>0</b>	<b>51.3%</b>	<b>16</b>	<b>16</b>	<b>57.3%</b>	<b>57.3%</b>			

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

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers					
02	Middle & Other Managers	1	39.4	3	39.4	
03	Professionals	2	NR	4	NR	Goal not required since the present representation is 53.9%
04	Semi-Professionals & Tech		0.0			
05	Supervisors		0.0			
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		0.0			
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		0.0			
10	Clerical Personnel		0.0			
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		0.0			
14	Other Manual Workers		0.0			
<b>Total</b>		<b>3</b>	<b>50.0</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	From - To								
		2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-12-31	Annually	Over 3 Years	2019	2022								
		#	%	%	#	%	%	#	#	%	#	#	%								
01	Senior Managers	84	0.0%		0	28.6%		0	0	0	0.0%	0	3	0	3.2%	3.2%	-3	-3	0.0%	0.0%	
02	Middle & Other Managers	9	0.0%		0	22.2%		0	0	0	0.0%	0	0	0	2.7%	0	0	0.0%	0.0%		
03	Professionals	118	-4.9%		0	52.5%		0	0	1	0.0%	0	1	0	1.5%	1.5%	-1	-1	0.8%	0.8%	
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	54	23.0%		0	48.2%		0	0	0	0.0%	0	2	0	3.5%	3.5%	-2	-2	0.0%	0.0%	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	9	-13.7%		0	43.5%		0	0	0	0.0%	0	0	0	3.6%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		274	12.6%		0	45.5%		0	0	1	0.0%	0	6	0	2.5%	2.5%	-6	-6	0.4%	0.4%	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers	3	3.2	4	3.2	
02	Middle & Other Managers		0.0			
03	Professionals	1	1.5	2	1.5	
04	Semi-Professionals & Tech		0.0			
05	Supervisors		0.0			
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical	2	3.5	3	3.5	
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		0.0			
10	Clerical Personnel		0.0			
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		0.0			
14	Other Manual Workers		0.0			
<b>Total</b>		6	2.5			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Table 13: Persons with Disabilities  
Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees																		Persons with Disabilities				
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To								
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-12-31	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022									
	#	%	%	#	%	%	#	#	%	#	#	%	#	%	%	#	#	%	%				
01/02 Managers	93	0.0%		0	25.4%		0	0	0	0.0%	0	0	5	0	5.0%	5.0%	-5	-5	0.0%	0.0%			
03 Professionals	118	-4.9%		0	52.5%		0	0	0	0.0%	0	0	11	0	8.9%	8.9%	-11	-11	0.0%	0.0%			
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
07 Administrative & Sr Clerical	54	23.0%		0	48.2%		0	0	2	0.0%	0	0	3	0	10.0%	10.0%	-3	-3	3.7%	3.7%			
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
10 Clerical Personnel	9	-13.7%		0	43.5%		0	0	0	0.0%	0	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%			
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
<b>Total</b>	<b>274</b>	<b>12.6%</b>		<b>0</b>	<b>45.5%</b>		<b>0</b>	<b>0</b>	<b>2</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>7.8%</b>	<b>7.8%</b>	<b>-19</b>	<b>-19</b>	<b>0.7%</b>	<b>0.7%</b>			

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers	5	5.0	6	5.0	
03 Professionals	11	8.9	12	8.9	
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical	3	10.0	4	10.0	
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel	1	9.3	2	9.3	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		0.0			
14 Other Manual Workers		0.0			
<b>Total</b>	<b>20</b>	<b>7.8</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Data for Subsequent/Current Goals**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																				
		All Employees								Members of Visible Minorities												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To	YYYY - YYYY								
		2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-12-31	Annually	Over 3 Years	#	2019	2022	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%			
01	Senior Managers	84	0.0%		0	28.6%		0	0	12	0.0%	0	-2	0	11.5%	2	2	14.3%	14.3%			
02	Middle & Other Managers	9	0.0%		0	22.2%		0	0	0	0.0%	0	2	17.6%	17.6%	-2	-2	0.0%	0.0%			
03	Professionals	118	-4.9%		0	52.5%		0	0	22	0.0%	0	16	32.0%	32.0%	-16	-16	18.6%	18.6%			
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	54	23.0%		0	48.2%		0	0	8	0.0%	0	-1	0	13.2%	1	1	14.8%	14.8%			
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	9	-13.7%		0	43.5%		0	0	3	0.0%	0	-2	0	16.5%	2	2	33.3%	33.3%			
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
<b>Total</b>		<b>274</b>	<b>12.6%</b>		<b>0</b>	<b>45.5%</b>		<b>0</b>	<b>0</b>	<b>45</b>	<b>0.0%</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>21.0%</b>	<b>-13</b>	<b>-13</b>	<b>16.4%</b>	<b>16.4%</b>			

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0			
02	Middle & Other Managers	2	17.6	3	17.6	
03	Professionals	13	32.0	14	32.0	
04	Semi-Professionals & Tech		0.0			
05	Supervisors		0.0			
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		0.0			
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		0.0			
10	Clerical Personnel		0.0			
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		0.0			
14	Other Manual Workers		0.0			
<b>Total</b>		<b>15</b>	<b>21.5</b>			



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	%	#	#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference					
01 Senior Managers	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	84	36	42.9	27.6	23	13	155.3	9	4	44.4	2	2	29	9	31.0	0	9	12	3	25.0	0	3		
02 Middle & Other Managers	2017	9	5	55.6	38.9	4	1	142.8																	
	2019	9	3	33.3	39.4	4	-1	84.6	5	2	40.0	2	0	1	0	0.0	1	-1	2	0	0.0	1	-1		
03 Professionals	2017	137	65	47.4	55.3	76	-11	85.8																	
	2019	118	63	53.4	55.3	65	-2	96.5	90	46	51.1	50	-4	21	8	38.1	10	-2	67	29	43.3	32	-3		
04 Semi-Professionals & Technicians	2017	3	0	0.0	23.1	1	-1	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
01 Senior Managers	2019	38	13	34.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	38	13	34.2									
02 Middle & Other Managers	2019	6	2	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	6	2	33.3									
03 Professionals	2019	111	54	48.6	11	490.9	0.0	0.0	30	180.0	0.0	0.0	
	2022	111	54	48.6									
04 Semi-Professionals & Technicians	2019	0	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0	
	2022	0	0	0.0									
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
		#	Representation	Availability	%	#	#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference
07 Administrative & Senior Clerical	2017	29	26	89.7	82.2	24	2	109.1																
	2019	54	46	85.2	79.1	43	3	107.7	37	32	86.5	29	3	0	0	0.0	0	0	0	20	19	95.0	18	1
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2017	14	14	100.0	68.2	10	4	146.6																
	2019	9	9	100.0	65.8	6	3	152.0	7	7	100.0	5	2	0	0	0.0	0	0	0	5	5	100.0	5	0
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women		Women			
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07 Administrative & Senior Clerical	2019	37	32	86.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	37	32	86.5			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2019	7	7	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	7	7	100.0			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	#	%	%	#	#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference					
13 Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
Total	2017	192	110	57.3	59.0	113	-3	97.1																	
	2019	274	157	57.3	51.3	141	16	111.7	148	91	61.5	76	15	51	17	33.3	29	-12	106	56	52.8	61	-5		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Women		Women				Women					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	199	108	54.3	12	900.0	0.0	0.0	32	337.5	0.0	0.0	
	2022	199	108	54.3			50.0	108.5			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples				Gap			EE Result	All Employees	Aboriginal Peoples			Difference			All Employees	Aboriginal Peoples			Difference			
		#	#	%	%	#	#	%	%	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected	Difference	
01 Senior Managers	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	84	0	0.0	3.2	3	-3	0.0	9	0	0.0	0	0	29	0	0.0	0	0	12	0	0.0	0	0	0	0
02 Middle & Other Managers	2017	9	0	0.0	2.2	0	0	0.0																	
	2019	9	0	0.0	2.7	0	0	0.0	5	0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0	0	0	0
03 Professionals	2017	137	1	0.7	1.4	2	-1	52.1																	
	2019	118	1	0.8	1.5	2	-1	56.5	90	1	1.1	1	0	21	0	0.0	0	0	67	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2017	3	0	0.0	1.6	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples					
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01 Senior Managers	2019	38	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	38	0	0.0			3.2	0.0			3.2	0.0	
02 Middle & Other Managers	2019	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	6	0	0.0			0.0	0.0			0.0	0.0	
03 Professionals	2019	111	1	0.9	1	100.0	0.0	0.0	2	50.0	0.0	0.0	
	2022	111	1	0.9			1.5	60.1			1.5	60.1	
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																				
		Workforce								Hires				Promotions				Terminations												
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples											
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference												
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#						
07 Administrative & Senior Clerical	2017	29	0	0.0	3.4	1	-1	0.0																						
	2019	54	0	0.0	3.5	2	-2	0.0	37	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0	0	20	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																						
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0.0	0	0	0.0																						
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2017	14	0	0.0	3.5	0	0	0.0																						
	2019	9	0	0.0	3.6	0	0	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	5	0	0.0	0	0	0	0
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																						
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																						
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	37	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	37	0	0.0			3.5	0.0			3.5	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions				Terminations								
			Aboriginal Peoples							Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
Total	2017	192	1	0.5	1.9	4	-3	27.4																		
	2019	274	1	0.4	2.5	7	-6	14.6	148	1	0.7	4	-3	51	0	0.0	0	0	106	0	0.0	1	-1			

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	Goals											Comments	
		New Entrants				Short-term Goals				Long-term Goals				
		Flow Data		Aboriginal Peoples				Aboriginal Peoples						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2019	199	1	0.5	2	50.0	0.0	0.0	4	25.0	0.0	0.0	0.0	
	2022	199	1	0.5			2.5	20.1			0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions					Terminations							
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities					Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 & 02 Managers	2017	9	0	0.0	4.3	0	0	0.0																		
	2019	93	0	0.0	5.0	5	-5	0.0	14	0	0.0	1	-1	30	0	0.0	0	0	0	14	0	0.0	0	0	0	0
03 Professionals	2017	137	1	0.7	3.8	5	-4	19.2																		
	2019	118	0	0.0	8.9	11	-11	0.0	90	0	0.0	8	-8	21	0	0.0	0	0	0	67	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2017	3	0	0.0	4.6	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%	#	%		
01 & 02 Managers	2019	44	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	44	0	0.0			5.0	0.0			5.00	0.0		
03 Professionals	2019	111	0	0.0	4	0.0	0.0	0.0	10	0.0	0.00	0.0		
	2022	111	0	0.0			8.9	0.0			8.90	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		



**Federal Contractors Program Achievement Report**

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

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions					All Employees	Terminations				
			Persons with Disabilities								Persons with Disabilities					Persons with Disabilities						Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual		Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2017	29	0	0.0	3.4	1	-1	0.0																		
	2019	54	2	3.7	10.0	5	-3	37.0	37	1	2.7	4	-3	0	0	0.0	0	0	0	20	0	0.0	0	0	0	
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	
10 Clerical Personnel	2017	14	3	21.4	7.0	1	2	306.1																		
	2019	9	0	0.0	9.3	1	-1	0.0	7	0	0.0	1	-1	0	0	0.0	0	0	0	5	0	0.0	1	-1		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals						
				Actual		Goal	Percent of Goal Met	Actual		Goal	Percent of Goal Met			
				#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2019	37	1	2.7	1	100.0	0.0	0.0	2	50.0	0.0	0.0		
	2022	37	1	2.7			10.0	27.0			10.0	27.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0			9.3	0.0			9.3	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions				All Employees	Terminations				
			Persons with Disabilities								Persons with Disabilities					Persons with Disabilities					Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual		Expected	Difference	Actual	Expected		Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
Total	2017	192	4	2.1	4.0	8	-4	52.1																	
	2019	274	2	0.7	7.8	21	-19	9.4	148	1	0.7	12	-11	51	0	0.0	1	-1	106	0	0.0	2	-2		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals					
				Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	199	1	0.5	5	20.0	0.0	0.0	12	8.3	0.0	0.0	
	2022	199	1	0.5			7.8	6.4			0.0	0.0	



**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions					All Employees	Terminations				
			Visible Minorities				Gap	EE Result	Visible Minorities			Expected	Difference	Visible Minorities			Visible Minorities									
			Representation	Availability					Actual		%			Expected		Difference	Actual	%	Expected	Difference		Actual	%	Expected	Difference	
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
01 Senior Managers	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	84	12	14.3	11.5	10	2	124.2	9	1	11.1	1	0	29	9	31.0	0	9	12	3	25.0	0	3			
02 Middle & Other Managers	2017	9	0	0.0	15.0	1	-1	0.0																		
	2019	9	0	0.0	17.6	2	-2	0.0	5	0	0.0	1	-1	1	1	100.0	0	1	2	1	50.0	0	1			
03 Professionals	2017	137	26	19.0	27.1	37	-11	70.0																		
	2019	118	22	18.6	32.0	38	-16	58.3	90	27	30.0	29	-2	21	5	23.8	4	1	67	27	40.3	13	14			
04 Semi-Professionals & Technicians	2017	3	1	33.3	35.3	1	0	94.4																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0			
05 Supervisors	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0			
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Visible Minorities	Short-term Goals				Long-term Goals						
				Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	38	10	26.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	38	10	26.3										
02 Middle & Other Managers	2019	6	1	16.7	1	100.0	0.0	0.0	2	50.0	0.0	0.0		
	2022	6	1	16.7			17.6	94.7			17.6	94.7		
03 Professionals	2019	111	32	28.8	11	290.9	0.0	0.0	30	106.7	0.0	0.0		
	2022	111	32	28.8			32.0	90.1			32.0	90.1		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions					All Employees	Terminations				
			Visible Minorities				Gap	EE Result	Visible Minorities			Expected	Difference	Visible Minorities			Visible Minorities									
			Representation	Availability	%				Actual		%			%		Actual	%	%	Actual	%		%	Actual	%	%	
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2017	29	5	17.2	9.6	3	2	179.6																		
	2019	54	8	14.8	13.2	7	1	112.2	37	10	27.0	5	5	0	0	0.0	0	0	0	20	8	40.0	3	5		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
10 Clerical Personnel	2017	14	1	7.1	10.0	1	0	71.4																		
	2019	9	3	33.3	16.5	1	2	202.0	7	2	28.6	1	1	0	0	0.0	0	0	0	5	0	0.0	0	0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	37	10	27.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	37	10	27.0										
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
10 Clerical Personnel	2019	7	2	28.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	2	28.6										
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Welch LLP/Levesque Marchand S.E.N.C.**

**[Date: 2020-01-22]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																	
		Workforce								Hires				Promotions				Terminations									
		All Employees	Visible Minorities				Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13 Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																			
	2019	0	0	0.0	0.0	0	0	0.0																			
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																			
	2019	0	0	0.0	0.0	0	0	0.0																			
Total	2017	192	33	17.2	22.8	44	-11	75.4																			
	2019	274	45	16.4	21.0	58	-13	78.2	148	40	27.0	31	9	51	15	29.4	9	6	106	39	36.8	18	21				

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D × 100	Part 3: Goals	E ÷ G × 100	Part 3: Goals	F ÷ I × 100	Part 3: Goals	E ÷ K × 100	Part 3: Goals	F ÷ M × 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	199	55	27.6	12	458.3	0.0	0.0	32	171.9	0.0	0.0		
	2022	199	55	27.6			21.5	128.5			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Welch LLP/Levesque Marchand S.E.N.C.</b>
<b>[Date: 2020-01-22]</b>

## Efforts

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

### Required measures:

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

### Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

We have taken several steps to try and meet the requirements of the employment equity, which include: The launch of a Women in Leadership initiative in 2016; Joining on of the Hire Immigrant Ottawa's working groups to better resruit and retain visible minorities; The creation of a formal Diversity and Inclusion program at our Firm, which includes a diverse advisory board of staff and Partners; We set a target (%) for establishing more diversity at our partnership level by 2025

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

As an accounting firm, we face a labour shortage. The demand for Chartered Public Accountants, far exceed the supply. There are numerous publications on this issue in both Canada and the US. It was specifically detailed and outlined for our Firm in a report that was completed by Dr. Linda Duxbury's Masters class in 2018. As a result, we have a great difficulty in attracting and retaining staff that are just below the manager level and above.

- Any reorganization or other corporate structural changes.

Impact of economic conditions continued - We are making concerted efforts to address the labour shortage itself. Part of our plan is to ensure we are actively trying to recruit all visible minorities. To be able to find first a CPA and then to try and ensure they fit one of the visible minority groups, is a challenge to say the least. But it is our priority.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

## Additional Details

Please provide any additional information (optional):

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

**Employer Name:** Welch LLP/Levesque Marchand S.E.N.C.

**Primary Location:** Ottawa, Ontario

**Number of Employees:** 274

Ontario            263

Quebec            11

**Organization Overview:**

NAICS # 5412 (Assurance, bookkeeping, compilation, payroll, taxation and related services)

Welch LLP is a Chartered Professional Accounting firm that provides a full range of accounting, assurance, tax, advisory and specialty services. Welch provides services to private enterprises, government and not-for-profit organizations industry.

**Key Dates – First Year Assessment**

Initiated:            2017-07-03

Received:            2017-06-30

Closed:              2017-11-01

Workforce

Analysis:            2019-06-09

**Key Dates – Subsequent Assessment**

Initiated:            2020-02-14

Received:            2020-02-04

Workforce

Analysis:            2019-12-31

**DATA VERIFICATION**

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

Yes  No

Comments:

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

Yes  No

## Comments:

The period reported on the Achievement report is 2017-06-01 to 2019-12-31.

**ASSESSMENT OF REASONABLE PROGRESS**

In the previous assessment, goals were set in numbers format and that was acceptable at that time. Progress is assessed as per the goals set.

**Women**

03	Professionals	Goal met (achieved 490.9%).
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)

## Assessment/Observations

- EEOG 03 – Out of one hundred and eleven new entrants in this EEOG, fifty-four were from this designated group. The market availability is 55.3%. The company had set a goal of hiring / promoting eleven new entrant and they hired / promoted fifty-four. Thus, they achieved 490.0 % of the goal set.
- EEOG 04 - There was no new entrant in this EEOG in this designated group. The market availability is 23.1%. The company had set a goal of hiring / promoting one new entrant and they hired / promoted none. Thus, they achieved 0.0 % of the goal set.

**Aboriginal Peoples**

03	Professionals	Goal met (achieved 100.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)

## Assessment/Observations

- EEOG 03 - Out of one hundred and eleven new entrants in this EEOG, one was from this designated group. The market availability is 1.4%. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus, they achieved 100.0 % of the goal set.
- EEOG 07 – Out of thirty-seven new entrants in this EEOG, none were from this designated group. The market availability is 3.4%. The company had set a goal of hiring / promoting one new entrant and they hired / promoted none. Thus, they achieved 0.0 % of the goal set.

**Persons with Disabilities**

03	Professionals	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal met (achieved 100.0%)

## Assessment/Observations

- EEOG 03 - Out of one hundred and eleven new entrants in this EEOG, none were from this designated group. The market availability is 3.8%. The company had set a goal of hiring / promoting four new entrants and they hired / promoted none. Thus, they achieved 0.0 % of the goal set.

- EEOG 07 – Out of thirty-seven new entrant in this EEOG, one was from this designated group. The market availability is 3.4%. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus, they achieved 100.0 % of the goal set.

### **Members of Visible Minorities**

02	Middle & Other Managers	Goal met (achieved 100.0%)
03	Professionals	Goal met (achieved 290.0%)

### Assessment/Observations

- EEOG 02 - Out of six new entrants in this EEOG, one was from this designated group. The market availability is 15.0%. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus, they achieved 100.0 % of the goal set.
- EEOG 03 – Out of one hundred and eleven new entrants in this EEOG, thirty-two were from this designated group. The market availability is 27.1%. The company had set a goal of hiring / promoting eleven new entrants and they hired / promoted thirty-two. Thus, they achieved 290.9 % of the goal set.

### **ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2017-06-01 to 2019-12-31. During their initial assessment, the organization had set eight short-term goals, and five were met above the 80%.
- The company stated that “As an accounting firm, we face a labour shortage. The demand for Chartered Public Accountants, far exceed the supply. There are numerous publications on this issue in both Canada and the US. It was specifically detailed and outlined for our Firm in a report that was completed by Dr. Linda Duxbury's Masters class in 2018. As a result, we have a great difficulty in attracting and retaining staff that are just below the manager level and above”.
- The company has taken several steps to try and meet the requirements of the employment equity. This includes
  - The launch of a Women in Leadership initiative in 2016;
  - Joined - Hire Immigrant Ottawa's working groups to better recruit and retain visible minorities;
  - Created a formal Diversity and Inclusion program, which includes a diverse advisory board of staff and Partners.

### **ASSESSMENT OF GOALS**

- All short and long-term goals are set in percentage format.
- All short and long-term goals are set at market availability.



**Women**

Workforce Analysis Results				Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)			
#	Description	#	%	%	%	%	
02	Middle & Other Managers	-1	39.4	39.4	33.3	39.4	
03	Professionals	-2	NR	NR	53.4	55.3	

## Observations:

- EEOG 03 – Short term and Long term goals are not required to be set since the present representation is 53.4%.

**Aboriginal Peoples**

Workforce Analysis Results				Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 + years)			
#	Description	#	%	%	%	%	
01	Senior Managers	-3	3.2	3.2	0.0	3.2	
03	Professionals	-1	1.5	1.5	0.8	1.5	
07	Admin. & Senior Clerical Personnel	-2	3.5	3.5	0.0	3.5	

## Observations:

**Persons with Disabilities**

Workforce Analysis Results				Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)			
#	Description	#	%	%	%	%	
01/ 02	Managers	-5	5.0	5.0	0.0	5.0	
03	Professionals	-11	8.9	8.9	0.0	8.9	

07	Admin. & Senior Clerical Personnel	-3	10.0	10.0	3.7	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3

Observations:

### **Members of Visible Minorities**

Workforce Analysis Results				Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)	Present	Gap	Short-term (1 to 3 years)	Long-term (3+ years)			
#	Description	#	%	%	%	%	
02	Middle & Other Managers	-2	17.6	17.6	0.0	17.6	
03	Professionals	-16	32.0	32.0	18.6	32.0	

Observations:

### **RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- The Welch LLP / Levesque Marchand S.E.N.C. has few gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

**Name of Analyst:** Neena Sharan

**Date:** February 7, 2020

**From:** Sharan, Neena N [NC] **On Behalf Of** EE-EME

**Sent:** March 23, 2020 1:00 PM

**To:** 'mburch@welchllp.com' <mburch@welchllp.com>; 'khancock@welchllp.com' <khancock@welchllp.com>; 'CHRISTINE DUNN' <CDUNN@welchllp.com>

**Subject:** Government of Canada Agreement Number: V060995 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Michael Burch:

I am writing to inform you that the subsequent compliance assessment initiated on February 14, 2020 has been completed. As a result of the assessment, Welch LLP/Levesque Marchand S.E.N.C. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Welch LLP/Levesque Marchand S.E.N.C.'s employment equity program.

- The Welch LLP / Levesque Marchand S.E.N.C. has few gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on February 14, 2023. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Welch LLP/Levesque Marchand S.E.N.C. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;

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

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

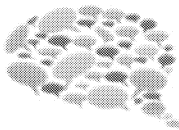
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Welch LLP/Levesque Marchand S.E.N.C. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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

**From:** CHRISTINE DUNN <CDUNN@welchllp.com>  
**Sent:** February 4, 2020 2:42 PM  
**To:** Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>  
**Subject:** RE: Achievement report

Hi Neena,

Please see attached for the updated achievement report as well as the Workforce Analysis summary report.

Let me know if any further updates need to be made!

**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Sent:** Tuesday, February 4, 2020 2:34 PM  
**To:** CHRISTINE DUNN <[CDUNN@welchllp.com](mailto:CDUNN@welchllp.com)>  
**Subject:** RE: Achievement report

Hi Christine,

Thank you for sending the subsequent submission reports and forms. Upon review I noticed that the Workforce Analysis – Summary report was not attached to the e-mail. Therefore please send me a copy of this report.

I have done some correction in the Achievement report in the Workforce Analysis, Flow Data Analysis and Goals page. All the corrections are done in red for your reference only. If you agree with these changes then please change the font colour to black and send it back to me. The employee head count is different from the original achievement report sent since the Workforce Analysis report used to enter in the Achievement was for a different date i.e. 2020-01-22 and not 2019-12-31 which is used on the FORMS ( 1-6). Also the long term goals have also been set as per the short term goals since the percentage format is required and not the numerical format.

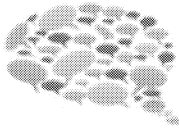
Also please complete the efforts page of the Achievement report.

Thank you and have a nice day.

Neena Sharan

Program Officer, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
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A collaborative space for employers! Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF). Send us an email to join!

**From:** CHRISTINE DUNN <CDUNN@welchllp.com>  
**Sent:** February 4, 2020 1:51 PM  
**To:** Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>  
**Subject:** RE: Achievement report  
**Importance:** High

Good Afternoon Neena,

Please see attached for our completed employment equity forms.

Please let me know if anything is missing or if any additional information/corrections need to be made.

--

Christine Dunn  
Welch LLP  
T: 613-236-9191 ext: 122  
cdunn@welchllp.com

**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Sent:** Wednesday, January 22, 2020 2:45 PM  
**To:** CHRISTINE DUNN <CDUNN@welchllp.com>  
**Subject:** RE: Achievement report

Hi Christine,

Further to the earlier phone conversation, please see the Achievement report attached to the email.

Thank you.

Neena Sharan  
Ph # 873-396-0405

**From:** CHRISTINE DUNN <CDUNN@welchllp.com>  
**Sent:** January 22, 2020 2:18 PM  
**To:** Sharan, Neena N [NC] <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report

--  
Christine Dunn  
Welch LLP  
T: 613-236-9191 ext: 122  
cdunn@welchllp.com

**From:** CHRISTINE DUNN  
**Sent:** Wednesday, January 22, 2020 1:39 PM  
**To:** 'neena.sharan@labour-travail.gc.ca' <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report

Thank you Neena!

I'll probably have a million more questions soon!

**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Sent:** Wednesday, January 22, 2020 1:38 PM  
**To:** CHRISTINE DUNN <[CDUNN@welchllp.com](mailto:CDUNN@welchllp.com)>  
**Subject:** RE: Achievement report

Hi Christine,

After you log on to WEIMS on the main page you should see FORMS 1, 2, 3, 4, 5 & 6. Please enter the data manually in the Flow Data page with the numbers that you see on FORMS 4 – 6. Workforce Analysis page needs to be completed using the WorkForce Analysis – Summary Report.

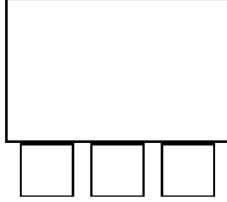
You can also reach me at 873-396-0405 till 3.30 pm.

Regards,  
Neena Sharan.

**From:** CHRISTINE DUNN <[CDUNN@welchllp.com](mailto:CDUNN@welchllp.com)>  
**Sent:** January 22, 2020 1:33 PM  
**To:** Sharan, Neena N [NC] <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report  
**Importance:** High

Hi Neena,

I'm just working on completing the achievement report and I'm not sure which forms I'm supposed to be taking the information from. Form the Workforce Analysis page am I using the comparison report for the data?



**Christine Dunn**  
**Human Resources Assistant**  
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123 Slater St., Ottawa, Ontario, K1P 5H2  
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**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Sent:** Monday, November 18, 2019 3:42 PM  
**To:** CHRISTINE DUNN <[CDUNN@welchllp.com](mailto:CDUNN@welchllp.com)>  
**Subject:** Achievement report

Hi Christina,

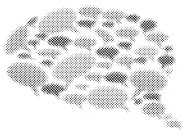
Please find a pre-filled Achievement report attached to this e-mail that you will need to complete and submit for the subsequent assessment. This report contains all the data that was submitted from the previous assessment. You have to complete the Workforce Analysis page – table 5 to 8, Flow Data Analysis – Data from FORMS 4, 5 and 6 and Goals page – Table 9 to 16. Do not delete any information from any other section and also please do not change the pre-filled formulas.

Should you have any other question please do not hesitate to contact me.

Neena Sharan

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