Employment and Emploi et Social Development Canada Développement social Canada

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Agreement N°:

Labour Program Federal Contractors Program

## **Agreement to Implement Employment Equity**

✓ New Agreement	(All sections n	nust be comp	leted)			
Revised Agreement						
	0004	MIZATION				
Legal Name of Organization	URGA	ANIZATION	Parent company	y is located outsid	le Canada	
	S.E.N.C.				_	
				Yes	[₹] MD	
Operating Name (if different from Legal Name	of Organization)		Business Num	ber		
Welch LLP						
						272
		e Number	<u> </u>			<u> </u>
		st-liste-eng.htm		=		
541212			[✓] Provincia!	ly Regulated		
	HEA	D OFFICE				
Address (building number, street, suite, etc.)		City		Province	Postal	Code
123 Slater Street, 3rd floor	r	Ottawa		ON	K1P	5н2
		1 -				
Name (arint)	EMPLOYMENT		ITACT			
Kathryn Hancock	***	HR Manager				
Telephone Number	E-mail Address			Preferred Langu	age of Cor	respondence
613-236-9191 x 134	khancock@welchllp	.com		✓ English		French
	CERT	IFICATION				
The above-named organization:						
having a combined workforce of 100	or more permanent full-time	e and permanen	it part-time employ	yees in Canada	ı, AND	
			es contract, standii	ng offer or cont	act issue	d under a
			on-going basis, be	yond the period	of the pr	ocurement
			e information on h	now to impleme	nt employ	ment equity
			overs misrepresen	ntation on the pa	irt of the o	organization,
	SIG	NATORY	Ü			
• .		uthorized person	in an executive p	osition with leg	al authorit	ty to sign a
Name (print)		Title				
Michael Burch		Managing P	Partner	Preferred Land	nage of C	отеклопиелсе
				1 _		
		5.	-DD)			
			- · · · · · · · · · · · · · · · · · · ·	7.10		
		<u>-</u>	251 [ [	03101		<u> </u>
Contractors Program (FCP)	_	9	mployment Equity A	ct to determine yo	xur eligibilit	y for the Federal
Completion of this form is mandatory. Refusal	to provide personal informatio	n will result in the	organization's name	being placed on	the FCP L	imited Eligibility
The information you provide may be used and	or disclosed for policy analysi	is research and/or	evaluation numose			
				the right to the n	ratastian of	F and assess to
Your personal information is administered in a your personal information, which is described government publication entitled <i>Info Source</i> , accessed online at any Service Canada Centre	in Personal Information Bank I rhich is available at the followi	r and other applications and other applications and other applications are applications and applications are applications and other applications are applications and applications are applications. And applications are applications. And applications are applicat	nstructions for obtain s: http://www.infosot	ning this information of the phing this information of the control	on are outli ource may	ined in the also be
-	Name of Organization   Control LLP/Leves gue Marchand S.E.N.C.   Parent company is located outside Canada in LLP/Leves gue Marchand S.E.N.C.   Parent company is located outside Canada in LLP/Leves gue Marchand S.E.N.C.   Parent company is located outside Canada in LLP/Leves gue Marchand S.E.N.C.   Parent Company is located outside Canada in LLP/Leves gue (different from Legal Name of Organization)   Parent Company is located outside Canada (parent Ca					
IMPORTANT	· ···					
		rm must be see	nt to the Labour I	Program by		

## 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				Cens	sus 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	0	18
Québec	11	0	0	11	Ottawa - Gatineau	195	7	0	202
Total Employe	es in Canada			274	Belleville	53	1	0	54
					Total Emplo	oyees in Canada	•		274



## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

#### Full-Time / Ontario

Occupational Group		Д	II Employees	3	Ak	original Peo	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	79	46	33							12	7	5
	Total	79	46	33							12	7	Ę
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	6	3									
	Total	9	6	3									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	111	54	57	1		1				22	11	11
	Total	111	54	57	1		1				22	11	11
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	49	7	42				2	1	1	8		8
	Total	49	7	42				2	1	1	8		8

#### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)

Occupational Group		A	All Employees	S	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible M	/linorities
Salary Range Col. 1	QTR	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
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7		7							2		2
	Total	7		7							2		2
Total Number of Employees		255	113	142	1		1	2	1	1	44	18	26

## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

#### Part-Time / Ontario

Occupational Group		-	All Employee:		Ak	ooriginal Peor	oles		ons with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	1	3									
	Total	4	1	3									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	1	2									
	Total	3	1	2									
Total Number of Employees		8	2	6									



## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)

Occupational Group		F	All Employees	3	Ab	original Peo <sub>l</sub>	ples	Perso	ons with Disa	abilities	Membe	rs of Visible I	Minorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	2	2									
	Total	4	2	2									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3									
	Total	3		3									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							1		
	Total	2		2							1		

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## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Occupational Group		F	All Employee:	s	Ab	original Peop	les	Perso	ons with Disa	bilities	Member	s of Visible M	/linorities
Salary Range Col. 1	QTR	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
Total Number of Employees	ı	11	2	9							1		1

## FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

#### Full-Time / Ontario

		All Employees		Al	ooriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	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
Under \$15,000	255	113	142	1		1	2	1	1	44	18	26
Total Number of Employees	255	113	142	1		1	2	1	1	44	18	26

#### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Ontario

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	ers of Visible Mi	inorities
Salary Range	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
Under \$5,000	8	2	6									
Total Number of Employees	8	2	6									

## FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

## Full-Time / Québec

		All Employees		А	boriginal Peop	les	Pers	sons with Disab	oilities	Membe	rs of Visible M	inorities
Salary Range	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
Under \$15,000	11	2	9							1		1
Total Number of Employees	11	2	9							1		1

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

				sporting i on	, a	to Loto 12 of						
		All Employees		Al	ooriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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
Total Number of Employees Hired	125	46	79	1		1	1	1		32	11	21

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)

Part-Time / Ontario

		All Employees		Al	ooriginal Peop	es	Pers	sons with Disak	oilities	Membe	rs of Visible Mi	norities
Occupational Group	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
Professionals	20	10	10							8	3	5
Administrative and Senior Clerical Personnel	3	1	2									
Total Number of Employees Hired	23	11	12							8	3	5

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Welch LLP/Levesque Marchand S.E.N.C. (certificate # V060995)

		All Employees		Al	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	ers of Visible M	inorities
Occupational Group	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
Professionals	1		1									
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	1		1							1		1
Total Number of Employees Hired	3		3							1		1

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Ontario

	Employe	es promoted (	Employees pro	moted during	the year are to	be reported on	ly in the occup	oational groups	in which or to	which they hav	e been last pro	moted.)
0	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
Occupational Group	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	29	20	9							9	6	3
Middle and Other Managers	1	1								1	1	
Professionals	21	13	8							5	3	2
Total Number of Employees Promoted	51	34	17							15	10	5
Total Number of Promotions	56	39	17							17	12	5

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

	,	All Employees		А	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	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	12	9	3							3	3	
Middle and Other Managers	2	2								1	1	
Professionals	47	29	18							17	11	
Administrative and Senior Clerical Personnel	19	1	18							8		
Clerical Personnel	5		5									
Total Number of Employees Terminated	85	41	44							29	15	14

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Ontario

		All Employees		Al	boriginal Peop	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	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
Professionals	20	9	11							10	3	7
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Terminated	21	9	12							10	3	7

## **Workforce Analysis - Summary Report**

Date: 2020-01-22

#### Women

	Women							
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	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		
Total	284	163	57.4 %	51.4 %	147	16		



## **Workforce Analysis - Summary Report**

Date: 2020-01-22

#### **Aboriginal Peoples**

			Abori	ginal Peoples	i	
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability Gap	
	#	#	%	%	# #	
01 : Senior Managers	84	0	0.0 %	3.2 %	3 <b>-3</b>	_
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 <b>-2</b>	
10 : Clerical Personnel	9	0	0.0 %	3.6 %	0 0	
Total	284	1	0.4 %	2.5 %	7 -6	



## **Workforce Analysis - Summary Report**

Date: 2020-01-22

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

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	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	
Total	284	51	18.0 %	21.5 %	61	-10	



## **Workforce Analysis - Summary Report**

Date: 2020-01-22

#### **Persons with Disabilities**

			Persons	with Disabili	ties	
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability C	Gap
	#	#	%	%	#	#
01/02 : Managers	93	0	0.0 %	5.0 %	5	-5
03 : Professionals	128	0	0.0 %	8.9 %	11	<b>-11</b>
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
Total	284	2	0.7 %	7.8 %	22	-20



## **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



**Part 1: Workforce Analysis** 

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

[Date: 2020-01-22]

# Data from First/Previous Workforce Analysis

Data from Sub	osequent/Curr Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fir	st/Previous Work	orce Analysis
YYYY	MM	DD
2017	6	1

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	12	31

		r	Гable 1: Women	l		
		First/Pr	evious Workforce	Analysis		
Emplo	arment Equity Occupational Crown (EEOC)	All Employees	Wor	Women		
Embro	yment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	0	0	0.00		
02	Middle & Other Managers	9	5	38.90		
03	Professionals	137	65	55.30		
04	Semi-Professionals & Technicians	3	0	23.10		
05	Supervisors	0	0	0.00		
06	Supervisors: Crafts & Trades	0	0	0.00		
07	Administrative & Senior Clerical Personnel	29	26	82.20		
08	Skilled Sales & Service Personnel	0	0	0.00		
09	Skilled Crafts & Trades Workers	0	0	0.00		
10	Clerical Personnel	14	14	68.20		
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		
Total		192	110	59.0		

Table 5: Women				
Subsequent/Current Workforce Analysis				
All Employees Women				
	Representation	Availability*		
#	#	%		
84	36	27.6		
9	3	39.4		
118	63	55.3		
0	0	0.0		
0	0	0.0		
0	0	0.0		
54	46	79.1		
0	0	0.0		
0	ol	0.0		
9	9	65.8		
0	ol	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
274	157	51.3		

* Source:			
2011 Nation	al Household Su	rvey	

* Source:			
2016 Censu	S		

Part 1: Workforce Analysis

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

[Date: 2020-01-22]

# **Data from First/Previous Workforce Analysis**

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2017	6	1

2019	12	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples	
		First/Pr	evious Workforce A	Analysis	
E L LE LO LI LO (EROC)		All Employees	Aboriginal Peoples		
շարո	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	0	0	0.00	
02	Middle & Other Managers	9	0	2.20	
03	Professionals	137	1	1.40	
04	Semi-Professionals & Technicians	3	0	1.60	
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	0	3,50	
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	
Total		192	1	1.9	

Table 6: Aboriginal Peoples				
Subsequent/Current Workforce Analysis				
All Employees Aboriginal Peoples				
	Representation	Availability*		
#	#	%		
84	0	3.2		
9	0	2.7		
118	1	1.5		
0	0	0.0		
0	0	0.0		
0	0	0.0		
54	0	3.5		
0	0	0.0		
0	0	0.0		
9	0	3.6		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
274	1	2.5		

* Source:	
2011 National Household Survey	

* Source:	
2016 Census	

Part 1: Workforce Analysis

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

[Date: 2020-01-22]

## Data from First/Previous Workforce Analysis

**\** 

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2017	6	1

Data from S	ubsequent/Curre Analysis	ent Workforce
Ţ	T	7

2019	12	31
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities	
		First/Previous Workforce Analysis			
Emplo	symont Equity Occupational Croup (EEOC)	All Employees	Members of Vis	sible Minorities	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	0	0	0.00	
02	Middle & Other Managers	9	0	15.00	
03	Professionals	137	26	27.10	
04	Semi-Professionals & Technicians	3	1	35.30	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	29	5	9.60	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	14	1	10.00	
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	
Total		192	33	22.8	

Table 7: Members of Visible Minorities		
Subsequent All Employees	Current Workford  Members of Visi	•
7 Employees	Representation	Availability*
#	#	%
84	12	11.5
9	0	17.6
118	22	32.0
0	0	0.0
0	0	0.0
0	0	0.0
54	8	13.2
0	0	0.0
0	0	0.0
9	3	16.5
0	0	0.0
0	0	0.0
0	0	0.0
0	ol	0.0
274	45	21.0

* Sou	rce:					
2011 1	Nationa	Housel	nold Si	urvey		

* Source:	
2016 Census	

Part 1: Workforce Analysis

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

[Date: 2020-01-22]

# Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curre Analysis	nt Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2017	6	1

2019	12	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4: Persons with Disabilities			
		First/Previous Workforce Analysis			
E L (E '(O (' LG (EFOC)		All Employees	Persons with	Disabilities	
embio	yment Equity Occupational Group (EEOG)		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	
Total		192	4	4.0	

Table 8:	Table 8: Persons with Disabilities		
Subsequent	Subsequent/Current Workforce Analysis		
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	
274	2	7.8	

* Source:			
2012 Canadi	ın Survey on Dis	ability	

* Source:				
2017 Canadi	an Survey o	n Disabilit	y	

Part 2: Flow Data Analysis

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

[Date: 2020-01-22]

Start	Date of Flow	Data
YYYY	MM	DD
2017	6	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	12	31

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

																											88	к			89	20						

## **Data from Form 6 - Employees** Terminated

		Table 1:	Women	
	Full-time	/ National	Part-time /	/National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	9	4	0	0
02 Middle & Other Managers	5	2	0	0
03 Professionals	70	36	20	10
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	34	30	3	2
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	7	7	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0

14 Other Manual Workers

Total

Full-time	National	Part-time / National								
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted							
#	#	#	#							
29	9	0	0							
1	0	0	0							
21	8	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
51	17	0	0							

	<u>_</u>		
	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
12	3	0	0
2	0	0	0
47	18	20	11
0	0	0	0
0	0	0	0
0	0	0	0
19	18	1	1
0	0	0	0
0	0	0	0
5	5	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
85	44	21	12

Part 2: Flow Data Analysis

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

[Date: 2020-01-22]

Start	Date of Flow	Data
YYYY	MM	DD
2017	6	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	12	31

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

Hired

## Data from Form 5 - Employees Promoted

**Data from Form 6 - Employees** Terminated

	Tab	le 2: Abor	iginal Peo	ples
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	9	0	0	0
02 Middle & Other Managers	5	0	0	0
03 Professionals	70	1	20	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	34	0	3	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	7	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	125	1	23	0

Full-time	/ National	Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
29	0	0	0
1	0	0	0
21	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
51	0	0	0

Table 10: Aboriginal Peoples											
Full-time		Part-time / National									
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated								
#	#	#	#								
12	0	0	0								
2	0	0	0								
47	0	20	0								
0	0	0	0								
0	0	0	0								
0	0	0	0								
19	0	1	0								
0	0	0	0								
0	0	0	0								
5	0	0	0								
0	0	0	0								
0	0	0	0								
0	0	0	0								
0	0	0	0								
85	0	21	0								

Part 2: Flow Data Analysis

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

[Date: 2020-01-22]

Start	Date of Flow	Data
YYYY	MM	DD
2017	6	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	12	31

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

	Table	3: Persons	with Disa	bilities	
	Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	9	0	0	0	
02 Middle & Other Managers	5	0	0	0	
03 Professionals	70	0	20	0	
04 Semi-Professionals & Technicians	0	0	0	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	34	1	3	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	7	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
Total	125	1	23	0	

Full-time	/ National	Part-time	/ National			
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted			
#	#	#	#			
29	0	0	0			
1	0	0	0			
21	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
51	0	0	0			

Full-time	/ National	Part-time / National					
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated				
#	#	#	#				
12	0	0	0				
2	0	0	0				
47	0	20	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
19	0	1	0				
0	0	0	0				
0	0	0	0				
5	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
85	0	21	0				

Part 2: Flow Data Analysis

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

[Date: 2020-01-22]

Start	Date of Flov	Data
YYYY	MM	DD
2017	6	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	12	31

**Data from Form 4 - Employees** Hired

Data from Form 5 - Employees Promoted

**Data from Form 6 - Employees** Terminated

		<u> </u>	<u> </u>	<u> </u>		
	Table 4:	Members o	f Visible N	<b>Ainorities</b>		
	Full-time	/ National	Part-time / National			
Employment Equity Occupational Group (EEOG)	All Employees Hired	mployees Visible		Members of Visible Minorities Hired		
	#	#	#	#		
01 Senior Managers	9	1	0	0		
02 Middle & Other Managers	5	0	0	0		
03 Professionals	70	19	20	8		
04 Semi-Professionals & Technicians	0	0	0	0		
05 Supervisors	0	0	0	0		
06 Supervisors: Crafts & Trades	0	0	0	0		
07 Administrative & Senior Clerical Personnel	34	10	3	0		
08 Skilled Sales & Service Personnel	0	0	0	0		
09 Skilled Crafts & Trades Workers	0	0	0	0		
10 Clerical Personnel	7	2	0	0		
11 Intermediate Sales & Service Personnel	0	0	0	0		
12 Semi-Skilled Manual Workers	0	0	0	0		
13 Other Sales & Service Personnel	0	0	0	0		
14 Other Manual Workers	0	0	0	0		
Total	125	32	23	8		

Full-time	/ National	Part-time / National						
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted					
#	#	#	#					
29	9	0	0					
1	1	0	0					
21	5	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
51	15	0	0					

Full-time	/ National	Part-time / National						
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated #					
#	#	#						
12	3	0	0					
2	1	0	0					
47	17	20	10					
0	0	0	0					
0	0	0	0					
0	0	0	0					
19	8	1	0					
0	0	0	0					
0	0	0	0					
5	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
85	29	21	10					

#### Part 3: Goals

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

[Date: 2020-01-22]

		Table 1: Women																	
									First/	Previous SI	ort-term G	oals							
	All Employees								Women										
	Number	Gree	wth (New Pos	itions)	Turnover (Re		f Terminated		Number	Turnover (R	t		3 Year	Goals					
<b>Employment Equity Occupational</b>						Employees)		Anticipated			Employees)	Hires Required	Fron		Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
•	2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2017-6-1	Annually	Over 3 Years	Years	2017	2020					icars
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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%	0	-1	0		38.9%	1	1	55.6%	55.6%
03 Professionals	137	-4.9%	,	0	52.5%		0	0	65	0.0%	0	11	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	1	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%	0	-2	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%	0	-4	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!
Total	192	12.6%		0	45.5%		0	0	110	0.0%	0	3	0		59.0%	-3	-3	57.3%	57.3%

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

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

Workforce Analysis) ÷ 2) x 100.

						Table 2: Women
Employm	ent Equity Occupational		Wome	en		
Group (E		Short-ter	m Goals	Long-ter	m Goals	Comments
		#	%	#	%	
	nior Managers	0	0.0	0	0.0	
02 Mid	ddle & Other Managers	0	0.0	0	0.0	
03 Pro	fessionals	11	0.0	30	0.0	
04 Sen	ni-Professionals & Tech	1	0.0	2	0.0	
05 Sup	pervisors	0	0.0	0	0.0	
06 Sup	pervisors: Crafts & Trades	0	0.0	0	0.0	
07 Adı	ministrative & Sr Clerical	0	0.0	0	0.0	
08 Skil	lled Sales & Service	0	0.0	0	0.0	
09 Skil	lled Crafts & Trades	0	0.0	0	0.0	
10 Cle	erical Personnel	0	0.0	0	0.0	
11 Inte	ermediate Sales & Service	0	0.0	0	0.0	
12 Sen	ni-Skilled Manual	0	0.0	0	0.0	
13 Oth	ner Sales & Service	0	0.0	0	0.0	
14 Oth	ner Manual Workers	0	0.0	0	0.0	
Total		12		32		

#### Part 3: Goals

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

[Date: 2020-01-22]

																					T:	ab	le	3:	A	bo	ri	gi	na	l P	e(	pl	es		
																					F	irs	t/P	re	vio	us	Sh	or	t-t	ern	ı (	oa	ls		

									FIFSU	Previous Sh	iort-term G	oais							
				All En	nployees									Aborigi	nal Peoples				
Facility of Committee I	Number	Grev	vth (New Positi	ons)	Turnover (Re	eplacement of Employees)	Terminated	Anticipated	Number	Turnover (Re	eplacement of Employees)	******	3 Year Fron	Goals n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	cted	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
, (B200)	2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-6-1	Annually	Over 3 Years	Years	2017	2020				,	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	0.0%		0	28.6%		0	0	C	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	C	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	1	0		1.4%	-1	-1	0.7%	0.7%
04 Semi-Professionals & Tech	3	-100.0%		0	0.0%		0	0	C	0.0%	0	0	0		1.6%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	C	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	C	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	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	14	-13.7%		0	43.5%		0	0	C	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	C	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	C	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	C	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

					Table 4: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples		
Group (EEOG)	Short-ter	m Goals	Long-term	Goals	Comments
	#	%	#	%	
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	
Total	2		4		

														Da	ata f	for Fi	irst/P	revi	ous (	Goals													
A	В	C	D	E	F		G		Н	I	<u>.</u>	J		K		<u> </u>	L		М	ľ	<b>V</b>	0	P		Q	I	₹	S		T		U	
						Fre	m Flo	w					Ī					Ī					 	Ĭ									

#### Part 3: Goals

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

[Date: 2020-01-22]

					Tal	ole 5: 🛚	Persons	with E	disabili	ties
						Circt/D	rovione S	bort tor	m Coole	

									First	Previous St	ort-term G	oals							
				All En	ployees									Persons wi	th Disabilities				
	Number	Cros	vth (New Posit	ions)	Turnover (R	eplacement of	Terminated		Number	T	eplacement of		3 Year	Goals					
Employment Equity Occupational		010		ionay		Employees)		Anticipated	- runner		Employees)	Hires Required	Fron	1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected		YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
, , ,	2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-6-1	Annually	Over 3 Years	Years	2017	2020				-	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	9	0.0%		0	25.4%		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	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		4.6%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	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	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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	192	12.6%		0	45.5%		0	0	4	0.0%	0	4	0		4.0%	-4	-4	2.1%	2.1%

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

#### Part 3: Goals

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

[Date: 2020-01-22]

									Table 7: M	lembers of Previous Sh									
				All En	ployees				FIRST	r revious 30	or t-term G	vais	M	embers of	Visible Minori	ties			
Endows Endows double	Number	Grov	vth (New Posit	tions)	Turnover (R	eplacement o Employees)	f Terminated	Anticipated	Number	Turnover (Re		intes	3 Year Fron	Goals n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD		Linprojectsy	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
7	2017-6-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-6-1	Annually	Over 3 Years	Years	2017	2020	·				Years
	#	%	%	#	%	%	#	#	#	9/6	#	#	#	9/6	%	#	#	%	%
01 Senior Managers	0	0.0%		0	28.6%		0	0	C	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	1	0		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	#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	c	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	l 0	0.0%		1 0	0.0%		1 0	l 0	l c	0.0%	l 0	0	0		0.0%	0	0	#DIV/01	#DIV/0!

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

12.6%

45.5%

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		nbers of Visi	ble Minori	ties	
Group (EEOG)	Short-ter	,	Long-te	rm Goals	Comments
*	#	%	#	%	
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	
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	
Total	12		32		

17.2%

17.2%

22.8%

#### Part 3: Goals

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

[Date: 2020-01-22]

										Table 9: \	Women								
									Subseque	ent/Current	Short-tern	n Goals							
				All En	ployees									W	omen				
	Number	Grow	th (New Posit	tions)	Turnover (Ro		f Terminated		Number	Turnover (Re	unlacement of		3 Year						
Employment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-12-31	Annually	Over 3 Years	Years	2019	2022					rears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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%	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!
Total	274	12.6%		0	45.5%		0	0	157	0.0%	0	-16	0		51.3%	16	16	57.3%	57.3%

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

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

\* Workforce Analysis) ÷ 2) x 100.

					Table 10: Women
Employment Equity Occupational		Wom	ien		
Group (EEOG)	Short-ter	m Goals	Long-tern	n Goals	Comments
·		%		%	
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			
Total	3	50.0			

#### Part 3: Goals

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

[Date: 2020-01-22]

	•
Table 1	: Aboriginal Peoples
Subsequen	Current Short-term Goals
	Abadalad Da

									Subsequ	ent/Current	Short-tern	ı Goals							
	All Employees								Aboriginal Peoples										
Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated				Number 7	T(D.	Turnover (Replacement of		3 Year Goals From - To Present				Projected	Present	Projected
		.,,,,,,,,				Employees)		Anticipated	Terminated Employees)		Hires Required	Process							
	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-12-31	Annually	Over 3 Years	Years	2019	2022					Years
	#	%	%	#	%	%	#	#	#	9/6	#	#	#	%	%	#	#	%	9/0
01 Senior Managers	84	0.0%		0	28.6%	7.9	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		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	#DIV/0!	#DIV/0!
05 Supervisors	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	[ c	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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	9	-13.7%		0	43.5%		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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	274	12.6%		0	45.5%		0	0	1	0.0%	0	6	0		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 + 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	1	Aboriginal Peoples								
Group (EEOG)	Short-ter		-term Goals	Comments						
		%	%							
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								
Total	6	2.5								

#### Federal Contractors Program Achievement Report

#### Part 3: Goals

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

[Date: 2020-01-22]

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									Subsequ	ent/Current	Short-tern	1 Goals							
				All En	nployees									Persons wi	th Disabilities	•			
	Number	Crox	th (New Posit	ions)	Turnover (Re		Terminated		Number		eplacement of		3 Year	Goals					
Employment Equity Occupational	Numer	0101	ta (nen 1 osa	ionay		Employees)		Anticipated	runner		epiacement of Employees)	Hires Required	Fron	1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected		YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-12-31	Annually	Over 3 Years	Years	2019	2022				•	Years
	#	%	%	#	%	%	#	#	#	9/6	#	#	#	%	%	#	#	%	%
01/02 Managers	93	0.0%		0	25.4%		0	0	C	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	11	0	8.9%	8.9%	-11	-11	0.0%	0.0%
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	c	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	2	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	#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	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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	c	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	c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	274	12.6%		0	45.5%		0	0	2	0.0%	0	19	0		7.8%	-19	-19	0.7%	0.7%

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

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

				Table 14: Persons with Disabilities
Employment Equity Occupational	Persons wit	h Disabilitie:	·s	
Group (EEOG)	Short-term Goals	Long-te	erm Goals	Comments
	%		%	
01/02 Managers	5 5	0 6	5,0	
03 Professionals	11 8	9 12	2 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	4 10.0	
08 Skilled Sales & Service	0	0		
09 Skilled Crafts & Trades	0	0		
10 Clerical Personnel	1 9	3 2	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		
Total	20 7	8		

Federal Contractors Program Achievement Report	
Part 3: Goals	
Welch LLP/Levesque Marchand S.E.N.C.	
[Date: 2020-01-22]	

										Data for	Subseque	ent/Curre	nt Goals							
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:		From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entr	у СхНх3	F+I	From Workforce Analysis	Equivalen to H	t KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************		L	L	L	L	L	L	J.	L	L	L	L	L	L	L	L	L	L	L	.L

# 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	
Subsequent/Current Short-term Goals	
playees Members of Visible M	inorities

									Subsequ	ent/Current	Short-tern	n Goals							
				All Em	ployees								M	embers of <b>V</b>	isible Minori	ties			
	Number	Grov	oth (New Posit	tions)	Turnover (R				Number	Turnover (Re	salscement of			Goals					
Employment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-12-31	Annually	Over 3 Years	Years	2019	2022					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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	0	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	0	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	#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	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	#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	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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	274	12.6%		0	45.5%		0	0	45	0.0%	0	13	0		21.0%	-13	-13	16.4%	16.4%

† 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 16: Members of Visible Minorities
Employment Equity Occupational		bers of Visi			
Group (EEOG)	Short-ter		Long-ter	rm Goals	Comments
		%		%	
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			
Total	15	21.5			

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												: 2020-												
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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 C Analysis	) ÷ 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
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	ployment Equity					orce An	•								<del> </del>	Flow D		•						
	upational Group	Year			·······································	orkforce Wor						Hires	omen			Pr	omotion W	omen			Ter	minatio W	omen	
(EI	(OG)		All Employees	Represe	entation	Availa		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Actu		Expected	Difference	All Employees	Actu		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2017 2019	84	0 36	0.0 42.9	0.0 27.6	23	Ů	0.0	9	4	44.4	2	2	2 29	9	31.0	0	9	12	3	25.0	0	3
02	Middle & Other	2017	9	5	55.6	38.9	4	1	142.8															
-	Managers	2019 2017	9	3 65	33.3 47.4	39.4 55.3	76	-1 -11	84.6 85.8	5	2	40.0	2	0	1	0	0.0	1	-1	2	0	0.0	1	-1
03	Professionals	2017	118	63	53.4	55.3	65	-11	96.5	90	46	51.1	50	-4	21	8	38.1	10	-2	67	29	43.3	32	-3
04	Semi-Professionals &	2017	3	0	0.0	I .	1	-1	0.0															
	Technicians	2019 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05	Supervisors	2019	0	0	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 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
J	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,							······································				·	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		<u> </u>					- 1			- 1	
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ <b>D</b> 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											
***********		I	<u> </u>	1	Ţ	T T	Ţ	Ţ	1	<b></b>	<b>1</b>	1	1											
				Entrai	nts					oals	-													
	ployment Equity upational Group	Year	Fl	ow Data Wor	nen			rm Goals <sup>men</sup>			Long-ter Won							C	omment	te				
	opanonai Group GG)		All Employees	Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommen	15				
		Ħ	#	Ħ	%	Ħ	%	%	%	#	%	%	%											
01	Senior Managers	2019 2022	38 38	13 13	34.2 34.2		0.0	0.0	0.0	0	0.0	0.0	0.0											
02	Middle & Other	2019	6	2	33.3		0.0	0.0	0.0	0	0.0	0.0												
02	Managers	2022	6	2	33.3		1000	39.4	84.6			39.4	84.6											
03	Professionals	2019	111 111	54 54	48.6 48.6		490.9	0.0 NR	0.0	30	180.0	0.0 NR												
04	Semi-Professionals &	2019	0	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0											
	Technicians	2022 2019	0	0		0.000	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												
06	Supervisors: Crafts &	2019	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0												
	Trades	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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[A] B		Part 1:	Part 1:	Г	Part 1:	11	<u> </u>	<u> </u>		Part 2: Flow	<u> </u>	<u> </u>	<u> </u>	<u> </u>	Part 2: Flow	N		1	:	Part 2: Flow		Λ .	I
Data sources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity			1		orce An	•								T	Flow I		•		ı	т	·		
Occupational Group	Year			·	orkforce/ Wor						Hires W	omen				romotior W	omen .			1 61	rminatio W	omen	
(EEOG)		All Employees	Represe		Availa	ability	Gap	EE Result	All Employees	Ac	tual	Expected #	Difference	All Employees	Act		Expected	Difference	All Employees	Acti		Expected #	Difference
Administrative &	# 2017	29	26	% 89.7	% 82.2	24	2	109.1	Ħ	Ħ	%	Ħ	Ħ	Ħ	Ħ	9/6	Ħ	Ħ	Ħ	#	%	Ħ	#
Senior Clerical Skilled Sales &	2019 2017	54	46	85.2 0.0	79.1 0.0	43	<del>                                     </del>	107.7	37	32	86.5	29	3	3 C	0	0.0	0	0	20	19	95.0	18	1
08 Service Personnel	2019	0	0	0.0		·	-	0.0	0	0	0.0	C	C	) C	0	0.0	0	0	0	0	0.0	0	0
O9 Skilled Crafts & Trades Workers	2017 2019	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		146.6	0	0	0.0			, .	, 0	0.0	U	0	U	0	0.0	U	
1. Intermediate Sales &	2019 2017	9	9	100.0	65.8 0.0	6		152.0	7	7	100.0	5	2	2 0	0	0.0	0	0	5	5	100.0	5	0
11 Service Personnel	2017	0	0	0.0	I	0		0.0	0	0	0.0	C	C	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2017 2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	C	C	) (	0	0.0	0	0	0	0	0.0	0	0
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ <b>D</b> 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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			Entran	its		Chart to	Carl		oals	I to	Coole												
Employment Equity Occupational Group	Year	FI	ow Data Won	nen			rm Goals omen	,		Long-ter Won							C	ommen	ts				
(EEOG)		All Employees	Acti	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	Ħ	%	#	9/6	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2019 2022	37 37	32 32	86.5 86.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08 Skilled Sales &	2019	0	0	0.0	0	0.0			0	0.0	0.0		-										
Service Personnel Skilled Crafts &	2022 2019	0	0	0.0		0.0	0.0		0	0.0	0.0	0.0											
09 Skilled Crafts & Trades Workers	2022	0	0	0.0			0.0	0.0	^		0.0	0.0											
10 Clerical Personnel	2019 2022	7	7	100.0 100.0		0.0	0.0		0	0.0	0.0		-										
Intermediate Sales & Service Personnel	2019 2022	0	0	0.0		0.0	0.0		0	0.0	0.0												
12 Semi-Skilled Manual	2022	0	0	0.0		0.0	4		0	0.0	0.0												
Workers Workers	2022	0	0	0.0			0.0	0.0			0.0												

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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
		Ų.	<b>V</b>			<b></b>	Ţ	<b></b>	<b></b>	↓	1	<b></b>	↓	<b>J</b>	↓ ↓		1	<b></b>	1	<b>J</b>	<b></b>	Ţ	Ų.
			1	Vorkfo	rce An	alysis									Flow I	ata Ar	nalysis						
Employment Equity	Year			W	orkforce	•					Hires				Pı	omotior	18			Ter	minatio	ns	
Occupational Group (EEOG)		All Employees	Represen		Wor		6	EE Result	All Employees	Act		omen	n	All Employees	Acti		omen	F 82.00	All Employees	Actu		omen .	N:ee
(2233)	#	#	# #	tation %	Avan	aouty #	Gap #	E.E. Result	#	#	uai %	Expected #	Difference #	#	#	%	Expected #	Difference #	#	# #	aı %	Expected #	Difference #
Other Sales & Service	2017	0	0	0.0	0.0		0	0.0															
Personnel	2019	0	0	0.0	0.0		0	0.0	С	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2017 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
Total	2017	192	110	57.3	59.0	113	-3	97.1			0.0			, ,		0.0	0	-			0.0	Ů	
Total	2019	274	157	57.3	51.3	141	16	111.7	148	91	61.5	76	15	5 51	17	33.3	29	-12	106	56	52.8	61	-5
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F÷M x 100											
		Ų.	1	<b>1</b>	↓	1	1	<b>\</b>	Ų	<b>V</b>	1	<b>1</b>											
			Entran	ts					oals														
Employment Equity	Year	FI	ow Data Wom	on		Short-ter				Long-teri Wom								,	4				
Occupational Group (EEOG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					Č	Commen	ts				
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service	2019	0	0	0.0	0	0.0	0.0	0.0	C	0.0	0.0												
Personnel	2022 2019	0	0	0.0	0	0.0	0.0	0.0	(	0.0	0.0												
14 Other Manual Workers	2022	0	0	0.0	V	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												
	2022	199	108	54.3			50.0	108.5			0.0	0.0											

									Feder	ral Contr					-									
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											[Date	: 2020-	01-22]											
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data	ources:		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		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
i			<b></b>		Ţ	<b>1</b>	<b>1</b>	Ţ	ı V	Ų	<b>1</b>	1	<b>1</b>	J.	J.	1	Į.	1	<b>V</b>	<u> </u>	J.	Ţ	<b>\</b>	T T
Em	oloyment Equity			,		orce Ana	ılysis					111			1		Data Aı			T	т			
Occ	upational Group	Year	All Employees		· · · · · · · · · · · · · · · · · · ·	orkforce Aboriginal	Peoples			1071		Hires Aborig	nal Peoples		AHE		romotioi Aborigi	nal Peoples		ABE	1 61	minatio	nal Peoples	
(EE	OG)	#	Au Empioyees	Represe	entation %	Availal	oility #	Gap #	EE Result	All Employees	Ac	tual %	Expected #	Difference #	All Employees	Act	ual %	Expected	Difference	All Employees	Actu	al %	Expected	Difference #
01	Senior Managers	2017	0 84	0	0.0	0.0	0	0 -3	0.0	,	0	0.0	,	#	0 29	0	0.0	# 0	,,	12	, 0	0.0		,
1 07	Middle & Other Managers	2019 2017 2019	9	0	0.0	2.2	0	0	0.0	5	, and the second	0.0	0		0 29	0		0	0	12	0	0.0		0
	Professionals	2019 2017 2019	137 118	1	0.0 0.7 0.8	1.4	2	-1	52.1 56.5	90		1.1	0		0 21		0.0	0	0	67	0	0.0	0	0
04	Semi-Professionals &	2017	3	0	0.0	1.6	0	0	0.0	90	1		1		0 21	. 0		U	0	07	U		U	U
05	Technicians	2019 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0 0	0	0.0	0	0	0	0	0.0	0	0
	Supervisors Supervisors: Crafts &	2019 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0 0	0	0.0	0	0	0	0	0.0	0	0
06	Trades	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 :	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100											
			<b>\</b>	<u> </u>	J	<b>.</b>	1	Ţ	<b>V</b>	<u> </u>	¥	1	↓											
E	oloyment Equity			Entrai ow Data		-	hort-ter	m Goals		oals	Long-ter	m Goals												
Occ	upational Group	Year		Aborigina			Aborigina				Aborigina							C	Commen	ts				
(EE	OG)	#	All Employees	Act	ual %	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											
02	Middle & Other	2019	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Managers Professionals	2022 2019	6 111	0 1	0.0	1	100.0	0.0		2	50.0	0.0	0.0											
04	Semi-Professionals &	2022 2019	111	1 0	0.9	0	0.0	0.0		0	0.0	1.5 0.0	60.1 0.0											
-	Technicians	2022 2019	0	0		0	0.0	0.0		0	0.0	0.0	0.0											
	Supervisors	2022	0	0	0.0	0		0.0	0.0	^		0.0	0.0											
	Supervisors: Crafts & Trades	2019 2022	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											

									Feder	al Contr					-									
		Part 5: Results - Aboriginal Peoples  Welch LLP/Levesque Marchand S.E.N.C.  [Date: 2020-01-22]																						
Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	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		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
3			1	Į.	<u> </u>	<u> </u>	<u> </u>	<b>↓</b>	<u> </u>	J.	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	Ţ	J	Ţ	Ţ	<u> </u>
Em	ployment Equity					orce An	•					Hires			T		Data A			T	Tax	minatio	ne	
Occ	upational Group	Year	All Employees		**	Aborigina				All Employees			inal Peoples		— All Employee			nal Peoples		All Employees	10		nal Peoples	
(EE	OG)	#	#	Represe	ntation %	Availa %	bility #	Gap #	EE Result	# #	Ac	tual %	Expected #	Difference #	#	Ac	tual %	Expected #	Difference #	#	Actu	al %	Expected #	Difference #
07	Administrative &	2017	29		0.0	3.4	1	-1	0.0	•	,		"			"			,					
00	Senior Clerical Skilled Sales &	2019 2017	54 0	0	0.0	3.5 0.0	0	-2 0	0.0	37	0	0.0	1	-	-1 (	0	0.0	0	(	20	0	0.0	0	0
08	Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0 (	0	0.0	0	(	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2017 2019	0	0	0.0 0.0	0.0	0	0	0.0	0	0	0.0	0	1	0 (	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2017 2019	14	0	0.0	3.5 3.6	0	0	0.0	7		0.0			0 (	) 0	0.0				0	0.0		
11	Intermediate Sales &	2019	0	0	0.0	0.0	0	0	0.0	/	0	0.0				) 0	0.0	0		) 3	U	0.0	0	0
- 11	Service Personnel Semi-Skilled Manual	2019 2017	0	0	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	Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0 (	0	0.0	0	(	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 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	***										
š			Ţ	1	Ţ	↓ ·	Ţ	<b>↓</b>	<u> </u>	J.	↓ ↓	Ψ.	<u> </u>											
				Entrai	ıts					oals														
	ployment Equity upational Group	Year	F	ow Data Aborigina	l Peoples			rm Goals	S		Long-ter Aborigina							(	Sommen	its				
	og)		All Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	Administrative Pr	# 2019	# 37	# 0	%	# 1	%	% 0.0	%	# 1	<b>%</b>	<b>%</b>	<b>%</b>											
07	Administrative & Senior Clerical	2022	37		0.0	1	0.0	3.5	0.0	2	0.0	3.5	1											
08	Skilled Sales & Service Personnel	2019 2022	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
09	Skilled Crafts &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Trades Workers  Clerical Personnel	2022 2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Intermediate Sales &	2022 2019	7	0	0.0	0	0.0	0.0		0	0.0	0.0												
11	Service Personnel	2022	0	0	0.0			0.0	0.0			0.0	0.0											
	Semi-Skilled Manual Workers	2019 2022	0	0	0.0	0	0.0	0.0		0	0.0	0.0		-										

									Fede	ral Conti	ractors l	Progra	m Achie	vement	Report									
										Part 5	: Result	s - Abo	original	Peoples										
										Welch Ll	LP/Leve	sque N	<b>Tarchan</b>	d S.E.N.	C.									
											Date	: 2020-	-01-22]											
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data sources:			Part 1: 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	UxF÷100	V - X
			Ţ	<b>↓</b>	Ţ	<b>↓</b>	Ţ	Ţ	Ţ	<b>.</b> .	J.	1	Ţ	<b>1</b>	Ţ	Ţ	Ţ	Ţ	<b>V</b>	Ţ	1	1	Ţ	Ţ
					Workfo	orce An	alysis									Flow I	Data A	nalysis						
Employment Occupation		Year			W	orkforce						Hires				Pi	romotio				Te	rminati		
(EEOG)	nai Group		All Employees	Represe	entation	Aborigina Availa	<del>-</del>	Gap	EE Result	All Employee	s Ac	~	Expected	Difference	All Employees	Act	<u>~</u>	nal Peoples  Expected	Difference	All Employees	Acti		Expected	Difference
		#	#	#	%	%	#	#	% 9/ <sub>0</sub>	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	ales & Service	2017	0	0	0.0	0.0		0	0.0															
Personne	iel	2019	0	0	0.10	0.0		0	0.0	(	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other M	Ianual Workers	2017 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
T . 1		2017	192	1	0.5	1.9		-3	27.4			0.0	1 0	0	1	0	0.0	0	0		0	0.0	1	0
Total		2019	274	1	0.4	2.5	7	-6	14.6	148	3 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 ÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F ÷ M x 100											
			1	1	1	1	1	1	Ţ	1	Ţ	1	1											
				Entra						oals														
Employme		Year	F	ow Data				rm Goals			Long-ter							_						
Occupation (EEOG)	nal Group		All Employees		al Peoples		Aborigin Percent of	al Peoples	Percent of		Aborigina Percent of	<u> </u>	Percent of					(	Commen	ts				
(LLOG)				Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sc	ales & Service	# 2019	#	# 0	% 0.0	#	0.0	% 0.0	<b>%</b>	#	0,0	% 0.0	0.0											
13 Personne		2019	0	0		U	0.0	0.0	0.0	,	7 0.0	0.0												
14 Other M	Janual Workers	2019 2022	0	0		0	0.0	0.0	0.0	(	0.0													
14 Joiner W	minui WOIKCIS	0	0.0		50.0	0.0	0.0			0.0														
Total		2019	199 199	1	0.5 0.5	2	50.0	0.0 2.5	0.0 20.1	4	1 25.0	0.0												
		2022	199	1	0.5			2.5	20.1		1	L 0.0	1 0.0	L										

										ral Contr Part 6: R Welch LI	esults -	Person	s with I	Disabiliti	es									
										vv cicii E1		: 2020-		u 5.E.11.	· ·									
Α	В	C	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U	V	W	X	Y
Data s	ources:		Part 1: Workforce Analysis		E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
			<b>,</b>	<b>1</b>	1	↓	↓	↓	↓	<b>,</b>	↓	↓	Ψ.	<b>1</b>	1	↓		1	<b>1</b>	<b>1</b>	1	<u> </u>	<b>1</b>	
e				V		orce An									т			nalysis		T				
	ployment Equity upational Group	Year		1		orkforce Persons with						Hires	ith Disabilitie			P	romotio	ns ith Disabilitie			Te	rminatio	ns th Disabilities	
	og)		All Employees	Represent		Avails		Gap	EE Result	All Employees	Ac		Expected	Difference	All Employees	Ac		Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Managers	2017	9	0	0.0	4.3	0	0	0.0															
02	Managers	2019	93	0	0.0	5.0	5	-5	0.0	14	0	0.0	1	-1	30	0	0.0	0	0	14	0	0.0	0	0
03	3 Professionals 2017 137 1 0.7 3.8 5 -4 19.2																							
$\vdash$	Professionals 2019 118 0 0.0 8.9 11 -11 0.0 90 0 0.0 8 -8 21 0 0.0 0 0 67 0 0.0 0 0 Semi-Professionals & 2017 3 0 0.0 4.6 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																							
04	Gemi-Professionals & 2017         3         0         0.0         4.6         0         0         0.0         0 <t< td=""></t<>																							
05	Supervisors	2017	0	0	0.0	0.0		0	0.0			0.0										0.0		
	Supervisors: Crafts &	2019	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Trades	2019	0	0	0.0		0	0	0.0	L	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Goals	E ÷ G x 100	Part 3: Goals		Part 3: Goals		Part 3: Goals	F ÷ M x 100											
			<u> </u>		Ψ_	<u> </u>		<u> </u>		<u> </u>														
				v Entrant	S		O1			oals		<u> </u>												
	ployment Equity	Year	r	low Data Persons				rm Goals h Disabilities			Long-ter Persons with							,	4	4				
	upational Group OG)		All Employees				Percent of		Percent of		Percent of		Percent of					•	Commen	LS				
				Actua		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
01		2019	# 44	# 0	0.0	# 0	% 0.0	0.0	0.0	# 0	0.0	0.00	0.0											
& 02	Managers	2019	44	0	0.0		0.0	5.0	0.0		0.0	5.00	0.0											
$\vdash$	Des Constant	2019	111		0.0		0.0	0.0	0.0		0.0	0.00	0.0											
03	Professionals	2022	111	<del> </del>	0.0	000000000000000000000000000000000000000		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	0.00	0.0											
05	Supervisors	2019	0	0 0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0											
06	Supervisors: Crafts & Trades		0	0 0	0.0		0.0	0.0	0.0	0	0.0	0.00	0.0											

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										Part 6: R Welch LL														
											[Date	e: 2020-	01-22]											
A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data	sources:		Part 1: 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÷Px100	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
			Į.	<b></b>	<b></b>	↓	J.	<u> </u>	1	J.	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	\	T .	<b></b>	<b></b>	<u> </u>	<u> </u>	J.	\	
E	ployment Equity					orce An									т	Flow E				T				
*******	upational Group	Year				orkforce Persons with						Hires Persons w	ith Disabilitie				omotior	IS th Disabilities			16	erminatio	ns th Disabilities	
(EI	OG)		All Employees	Represe		Avails		, , , , , , , , , , , , , , , , , , , ,	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Ac		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	Ħ	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2017 2019	29 54	0	3.7	3.4 10.0	1	-1 -3	0.0 37.0	37	1	2.7	1	-3		0	0.0	Λ.		20	0	0.0	0	
-	Skilled Sales &	2019	0	0	0.0	0.0	0	0	0.0	31	1	2.7	4	-3			0.0	0	0	20	0	0.0	U	
08	Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts &	2017	0	0	0.0	0.0		0	0.0			ļ.,												
	Trades Workers	2019	14	0	0.0 21.4	0.0 7.0		0	0.0 306.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2017	9	0	0.0	9.3	1	-1	0.0	7	0	0.0	1	-1	. 0	0	0.0	0	0	5	0	0.0	1	-1
11	Intermediate Sales &	2017	0	0	0.0	0.0	0	0	0.0															
<u> </u>	Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2017 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
· · · · · · · · · · · · · · · · · · ·				,		,		· · · · · · · · · · · · · · · · · · ·		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	ļ				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											
4			<b>.</b>	<b>V</b>	<b>\</b>	<b>↓</b>	<b>↓</b>	1	<b>↓</b>	J.	V	Ų.	<b>\</b>											
				Entrar	nts				G	oals														
	ployment Equity	Year	F	ow Data Person	c with			rm Goals			<u> </u>	m Goals												
	cupational Group EOG)	rear	All Employees	Disabi				h Disabilities	Percent of	1		Disabilities	D					(	Commen	ts				
\2.	.00)			Acti		Goal	Percent of Goal Met	Goal	Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	Administrative &	# 2019	# 37	1	2.7	# 1	% 100.0	0.0	0.0	# 2	% 50.0	0.0	0.0											
07	Senior Clerical	27.0	2	23.0	10.0	27.0																		
08	Skilled Sales &	2019	0	0	0.0		0.0	1	0.0	0	0.0	0.0	0.0											
-		2022 2019	0	0			0.0	0.0	0.0	٠	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											
10	Clerical Personnel	2019	7 7	0	0.0	0	0.0	1	0.0	0	0.0	0.0 9.3												
11	Intermediate Sales & Service Personnel	2019	0	0		0	0.0	1	0.0	0	0.0	0.0												
-	Semi-Skilled Manual	2019	0	0	0.0		0.0	1	0.0	0	0.0	0.0												
12	Workers	2022	0	0	0.0		3.0	0.0	0.0	V	9.0	0.0	0.0											

									Fede	ral Conti	actors I	Prograi	m Achie	vement	Report									
										Part 6: R	esults -	Person	s with D	Disabiliti	es									
									,	Welch LI	P/Leve	sque M	Iarchand	d S.E.N.	C.									
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A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data soui	rces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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: Flov Data Analysis		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
			J. Tillinysis	L Zinaiyəiə L	J	J. 1111119313	L	<b></b>		J. J	I Tindiyaia I	T	J. J	L J		J		L	L L	L L	J	T	<u> </u>	l J
			•			orce An	<u> </u>	•	•	T	•	•	•	•	•	•	Data A	nalysis	•	*	•	•	•	•
Emplo	oyment Equity	Year				orkforce	•					Hires					Promotio				Te	rminatio	ons	
	pational Group	1 Cai				Persons witl	Disabilities					Persons w	ith Disabilities	s			Persons w	rith Disabilitie	?S			Persons w	ith Disabilitie	25
(EEO	(G)		All Employees	Represen	itation	Avail	ibility	Gap	EE Result	All Employees	Act	ual	Expected	Difference	All Employees	A	ctual	Expected	Difference	All Employee	Act	ual	Expected	Difference
<u> </u>		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
131	ther Sales & Service	2017	0	0	0.0	0.0	0	0	0.0			0.0										0.0		
Pe	ersonnel	2019 2017	0	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 Ot	ther Manual Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0		0.0	0	0		0	0.0	0	0
T-4-1		2017	192	4	2.1	4.0	8	-4	52.1					_				1						
Total		2019	274	2	0.7	7.8	21	-19	9.4	148	1	0.7	12	-11	51	C	0.0	1	-1	106	0	0.0	2	-2
Data soui	rces:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ <b>D</b> 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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			New	/ Entran	ts				(	oals														
	oyment Equity	Year	FI	ow Data Persons	with			m Goals			Long-teri								_					
Occup (EEO	pational Group (C)		All Employees	Disabil			Persons with	) Disabilities	B		Persons with	Disabilities						(	Commen	its				
(880	G,			Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
<del></del>		#	#	#	%	#	%	%	%	#	%	%	%											
	ther Sales & Service ersonnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
		2022	0	0	0.0	n	0.0	0.0	0.0	0	0.0	0.0												
14 Ot	ther Manual Workers	2022	0	0	0.0	V	0.0	0.0	0.0	, and the second	0.0	0.0												
Total		2019	199	1	0.5	5	20.0	0.0	0.0	12	8.3	0.0												
Total		2022	199	1	0.5			7.8	6.4			0.0	0.0											

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Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	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		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
i			T .	<u> </u>	Ų.	<u> </u>	<u> </u>	Ţ	J.	J	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<b>1</b>	<u> </u>	<u> </u>	J	<b>J</b>	Ψ.	J.	Ţ	Ţ	
E.m.	ployment Equity			,		orce Ana	ılysis								<del> </del>		Data A			т				
	upational Group	Year			·······································	orkforce Visible Mi	norities					Hires Visible	Minorities				romotion Visible	1S Minorities			I er	minatio Visible	Minorities	
(EI	OG)		All Employees	Represe		Availal	oility	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employee	Ac	tual	Expected	Difference	All Employees	Actu		Expected	Difference
		# 2017	# 0	# 0	<b>%</b>	0.0	# 0	# 0	0.0	Ħ	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	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 2019	9	0	0.0	15.0 17.6	1	-1 -2		5	0	0.0	1		-1 1	1	100.0	0	1	2	1	50.0	0	1
02	Professionals	2019	137	26	19.0	27.1	37	-11			0	0.0	1	•	-1 1	. 1	100.0	0	1	2	1	30.0	0	1
03		2019	118	22	18.6	32.0	38	-16		90	27	30.0	29		-2 21	. 5	23.8	4	1	67	27	40.3	13	14
04	Semi-Professionals & Technicians	2017 2019	0	1 0	33.3	35.3 0.0	0	0	94.4	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															
-	Supervisors: Crafts &	2019 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0 (	0	0.0	0	0	0	0	0.0	0	0
06	Trades	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
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F ÷ M x 100											
			<b>↓</b>		1	<b>↓</b>	1	1	<b></b>	<b>↓</b>	1	Ţ	Ţ											
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	ployment Equity upational Group	Year	FI	ow Data Visible M	linorities		Visible N	m Goals	•		Visible M	m Goals linorities						C	ommen	ts				
	og)		All Employees	Act	ual		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	9/6	#	%	%	%											
01	Senior Managers	2019 2022	38 38	10 10	26.3 26.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
02	02 Middle & Other 2019 6 1 16.7 1 100.0 0.0 0.0 2 50.0 0.0 0.0																							
02	Managers	2022	6	1	16.7	11	200.0	17.6		20	106.7	17.6	94.7											
03	Professionals	2019 2022	111 111	32 32	28.8 28.8	11	290.9	0.0 32.0	90.1	30	106.7	32.0												
04	Semi-Professionals &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	·												
	Technicians	2022 2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	Supervisors	2022	0	0	0.0	Ĭ		0.0	0.0	V		0.0	0.0											
06	Supervisors: Crafts & Trades	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	114005	2022	0	U	0.0			0.0	0.0			0.0	1 0.0											

										al Contr					•									
		Part 7: Results - Members of Visible Minorities  Welch LLP/Levesque Marchand S.E.N.C.  [Date: 2020-01-22]																						
											[Date	e: 2020-	-01-22]											
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data	sources:		Part 1: 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		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
i			Ţ	<u> </u>	J	J.	Ţ	Ţ	Ţ	J	<u> </u>	J.	<u> </u>	<u> </u>	<b>1</b>	1	<u> </u>	Ţ	J.	Ψ.	J.	Ţ	<u> </u>	J.
E.m	ployment Equity			1		orce An	•										Data A			T				
	upational Group	Year			W	orkforce Visible M						Hires Visible	Minorities				romotioi Visible	1S Minorities			I e	rminati Visible	Minorities	
(EF	OG)		All Employees	Represe		Availa		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employee	S Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference
07	Administrative &	# 2017	# 29	# 5	% 17.2	% 9.6	# 3	# 2	% 179.6	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Senior Clerical	2019	54	8	14.8	13.2	7	1	112.2	37	10	27.0	5		5 (	0	0.0	0	(	20	8	40.0	3	5
08	Skilled Sales & Service Personnel	2017 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
09	Skilled Crafts &	2017	0	0	0.0	0.0	0	0	0.0															
	Trades Workers	2019 2017	0 14	0	0.0 7.1	0.0 10.0	0	0	0.0 71.4	0	0	0.0	0		0 (	0	0.0	0	(	0	0	0.0	0	0
10	Clerical Personnel	2019	9	3	33.3	16.5	1	2	202.0	7	2	28.6	1		1 (	0	0.0	0	(	5	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2017 2019	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	2017	0	0	0.0	0.0	0	0	0.0							Ž				, ,	· ·			
	Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0 (	0	0.0	0	(	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F÷M x 100											
i			1	J.	Ţ	Ų.	1	<u> </u>	<u> </u>	<u> </u>	J J	1	1 1											
				Entran	ıts					oals														
	ployment Equity upational Group	Year	F	ow Data Visible M	inorities	,	Short-te Visible N	rm Goal: inorities	ş		Long-ter Visible M							(	Commen	ite				
	EOG)		All Employees	Acti	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					•	Jonnes	163				
		Ħ	#	#	%	Ħ	%	%	0/0	#	%	%	%											
07	Administrative & Senior Clerical	2019 2022	37 37	10 10	27.0 27.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08	Skilled Sales &	2019	0	0	0.0	0	0.0	0.0		0	0.0	0.0	+											
	Service Personnel	2022 2019	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	U	0.0	0.0		U	0.0	0.0		-										
10	Clerical Personnel	2019 2022	7	2	28.6 28.6	0	0.0	0.0		0	0.0	0.0												
11	Intermediate Sales &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
-	Service Personnel Semi-Skilled Manual	2022	0	0	0.0	0	0.0	0.0		0	0.0	0.0	+											
12	Workers	2022	0	0	0.0		0.0	0.0		V	9.0	0.0	-											

									Fede	ral Conti	actors l	Progra	m Achie	vement	Report									
									Par	t 7: Rest	ılts - Me	embers	of Visib	le Mino	rities									
										Welch Ll	LP/Leve	sque M	Iarchan	d S.E.N.	C.									
											[Date	: 2020-	-01-22]											
											•													
A B		С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data sources:			Part 1: 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
			1	Ţ	Ţ	<b>↓</b>	<b>↓</b>	Ţ	Ţ	<b>.</b> .	↓	<b>\</b>	1	<b>1</b>	Ţ	Ţ	Ţ	Ţ	Ų.	↓	1	1	Ţ	Ţ
				'		rce An	alysis									Flow I	Data A	nalysis						
Employment Ec Occupational G		Year			W	orkforce						Hires				P	romotio				Tei	rminati		
(EEOG)	Houp		All Employees	Represei	ntation	Visible N Avails		Gap	EE Result	All Employee	Act		Expected Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Acti		Minorities Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales &	& Service	2017	0	0	0.0	0.0	0	0	0.0															
Personnel		2019 2017	0	0	0.0	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	l Workers	2017	0	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	33	17.2	22.8	44	-11	75.4						_			_	_	_				
Total		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 I Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
3			Ų.	1	1	<b>V</b>	<b>V</b>	Ţ	Ų.	Ţ	\ \	V	Ţ	•										
			New	Entran	ıts					oals														
<b>Employment Ec</b>		Year	FI	ow Data				m Goals			Long-ter													
Occupational G (EEOG)	Froup		All Employees	Visible M			Visible N Percent of		Percent of		Visible M Percent of	<u> </u>	Percent of					(	Commen	ts				
(LLGG)				Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales &	& Service	2019	# 0	# 0	0.0	#	0.0	<b>%</b>	% 0.0	#	0.0	<b>%</b>	0.0											
13 Personnel	2 Service	2022	0	0	0.0	· ·	0.0	0.0	0.0		0.0	0.0												
14 Other Manual	l Workers l	2019	0	0	0.0	0	0.0	0.0	0.0	(	0.0													
	2022 0 0 0 0.0										171.9	0.0												
Total		2019	199	55	27.6	12	438.3	0.0 21.5	0.0 128.5	32	1/1.9	0.0												
L																								

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

# **Efforts**

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

D		
Kea	mred	measures:

2025

<b>V</b>	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
J	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.
<b>√</b>	Adjusted survey results to reflect hires, promotions and terminations.
<b>√</b>	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.
J	Ensured that any new gaps identified are addressed accordingly.
V	Maintained appropriate records in all required areas.
Other	measures:
V	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.
4	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
$\checkmark$	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.
V	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.
$\checkmark$	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
V	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	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

# **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.

<b>✓</b>	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 completedd 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 addressthe 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.
<u> </u>	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).
	Others
	Other.
	tional Details
Please	provide any additional information (optional):

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

Employer Nam	ne: Welch LLP/Levesque Marchand S.E.N.C.
Primary Locati	on: Ottawa, Ontario
Number of Em	ployees: 274
Ontario	263
Quebec	11
Organization (	Overview:
NAICS # 5412 (	Assurance, bookkeeping, compilation, payroll, taxation and related services)
assurance, tax,	Chartered Professional Accounting firm that provides a full range of accounting, advisory and specialty services. Welch provides services to private enterprises, and not-for-profit organizations industry.
<b>Key Dates – Firs</b> Initiated:	t Year Assessment 2017-07-03
Received:	2017-07-03
Closed:	2017-11-01
Workforce	
Analysis:	2019-06-09
Key Dates – Sub	osequent Assessment
Initiated:	2020-02-14
Received:	2020-02-04
Workforce	
Analysis:	2019-12-31
	<b>TION</b> That the data provided as part of the subsequent assessment package is consistent with uring the previous submission:
Comments:	
I have verified tl to 6: ⊠ Yes □ No	hat the data provided in the Achievement Report is consistent with that found in Forms 1



#### 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

Work	cforce Analysis Results	Goals				
Empl (EEO	oyment Equity Occupational Group G)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	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**

Work	cforce Analysis Results	Goals				
Empl (EEO	oyment Equity Occupational Group G)	Present Gap	Short- term (1 to 3 years)	Long- term (3 + years)	Representation	LMA
#	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**

Work	cforce Analysis Results	Goals				
Empl	oyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
(EEO	(EEOG)		(1 to 3	(3+		
			years)	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**

Work	force Analysis Results	Goals				
Empl (EEO	oyment Equity Occupational Group G)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	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:

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

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

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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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



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

<u>A collaborative space for employers!</u> Join the online Workplace Equity, Diversity and Inclusion

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

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 <neena.sharan@labour-travail.gc.ca>

**Sent:** Tuesday, February 4, 2020 2:34 PM **To:** CHRISTINE DUNN < 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 neena.sharan@labour-travail.gc.ca / Tél.: 873-396-0405

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





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

<u>A collaborative space for employers!</u> Join the online Workplace Equity, Diversity and Inclusion

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

From: 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 < 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>

**Subject:** RE: Achievement report

~~

Christine Dunn
Welch LLP
T: 613-236-0101

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 >

**Subject:** RE: Achievement report

Thank you Neena!

I'll probably have a million more questions soon!

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>

**Sent:** Wednesday, January 22, 2020 1:38 PM **To:** CHRISTINE DUNN < 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>

**Sent:** January 22, 2020 1:33 PM

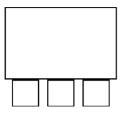
To: Sharan, Neena N [NC] < neena.sharan@labour-travail.gc.ca >

**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**

Welch LLP - Chartered Professional Accountants 123 Slater St., Ottawa, Ontario, K1P 5H2 T: 613-236-9191 ext: 122, F: 613-236-8258 cdunn@welchllp.com | www.welchllp.com

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From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>

**Sent:** Monday, November 18, 2019 3:42 PM **To:** CHRISTINE DUNN < <u>CDUNN@welchllp.com</u>>

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

Program Officer, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada neena.sharan@labour-travail.gc.ca / Tél.: 873-396-0405

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



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