

s.19(1) Labour Program
s.24(1) Federal Contractors Program

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OFFICIAL USE ONLY Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization BDO Canada LLP	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Bus. [REDACTED] Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 5700
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit http://www.statcan.gc.ca/subjects/sujets/standard/norme/nacna-sclan/2007/bel-kela-eng.htm 54161	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 36 Toronto St., Suite 600	City TORONTO	Province ON	Postal Code M5E 2G5
Telephone Number 416 865 0111			

EMPLOYMENT EQUITY CONTACT		
Name (print) Sheryl Owens	Title Director of Corporate Affairs & Operations	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Telephone Number 416 865 0111 ext 366	E-mail Address employmentequity@bdo.ca	

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

SIGNATORY		
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.		
Name (print) Patrick Kramer	Title Chief executive Officer	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Telephone Number 416 369 4364	E-mail Address pkramer@bdo.ca	
Signature [REDACTED]	Date (YYYY-MM-DD) 2017 March 2	

Privacy Notice

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

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

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

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

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

Federal Contractors Program

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

Contractors are required to conduct, develop and maintain:

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

Contractors are required to submit to the Labour Program of Employment and Social Development Canada (ESDC):

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

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

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

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

Questions and Answers

Subsidiary vs. Division/Branch

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

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

Division: A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

Branch: A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

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

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

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

Q3 When should a new Agreement be completed and signed?

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

Employment Status

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

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

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

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

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

Q3 How are students counted under the FCP?

- A3 Students employed during a school break, and who are returning to school, are not counted as employees for employment equity purposes.

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

Q4 How are other employees counted under the FCP?

- A4 Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time or permanent part-time employees and maintain the right to return to work.

Workplace Equity Information Management System - BDO Canada LLP

Workforce Analysis - Detailed Report

Date: 2017-08-03

Women

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	39	19	48.7 %	27.4 %	11	8	National
02 : Middle and Other Managers	National	910	402	44.2 %	38.9 %	354	48	National
03 : Professionals		1579	770	48.8 %	51.9 %	820	50	
1111 : Financial auditors and accountants	National	1314	676	51.4 %	55.1 %	724	48	National
1121 : Human resources professionals	National	8	6	75.0 %	71.1 %	6	0	National
1122 : Professional occupations in business management consulting	National	70	24	34.3 %	42.0 %	29	6	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	20	69.0 %	66.4 %	19	1	National
2147 : Computer engineers (except software engineers and designers)	National	16	0	0.0 %	12.6 %	2	2	National
2171 : Information systems analysts and consultants	National	122	37	30.3 %	28.3 %	35	2	National
2173 : Software engineers and designers	National	14	4	28.6 %	17.4 %	2	2	National
4112 : Lawyers and Quebec notaries	National	6	3	50.0 %	42.5 %	3	0	National
04 : Semi-Professionals and Technicians		26	2	7.7 %	24.2 %	6	4	
2282 : User support technicians	Alberta	3	0	0.0 %	26.7 %	1	1	Alberta
2282 : User support technicians	British Columbia	4	0	0.0 %	25.1 %	1	1	British Columbia
2282 : User support technicians	Ontario	17	2	11.8 %	24.2 %	4	2	Ontario
2282 : User support technicians	Québec	2	0	0.0 %	19.6 %	0	0	Québec
05 : Supervisors		3	1	33.3 %	59.0 %	2	1	
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	71.0 %	1	1	Kelowna
Employment Equity Occupational Group	Toronto	2	1	50.0 %	53.0 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		460	385	83.7 %	83.2 %	383	2	
Employment Equity Occupational Group	Alta. less CMAs	16	15	93.8 %	89.0 %	14	1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	18	14	77.8 %	87.5 %	16	2	B.C. less CMAs
Employment Equity Occupational Group	Barrie	14	12	85.7 %	84.8 %	12	0	Barrie
Employment Equity Occupational Group	Brantford	2	2	100.0 %	88.2 %	2	0	Brantford

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Calgary	17	15	88.2 %	80.5 %	14	1	Calgary
Employment Equity Occupational Group	Edmonton	23	17	73.9 %	84.6 %	19	2	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	83.9 %	1	1	Greater Sudbury
Employment Equity Occupational Group	Guelph	6	4	66.7 %	81.4 %	5	1	Guelph
Employment Equity Occupational Group	Halifax	9	8	88.9 %	81.4 %	7	1	Halifax
Employment Equity Occupational Group	Hamilton	9	7	77.8 %	83.5 %	8	1	Hamilton
Employment Equity Occupational Group	Kelowna	12	11	91.7 %	85.7 %	10	1	Kelowna
Employment Equity Occupational Group	Kingston	1	1	100.0 %	83.5 %	1	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	18	15	83.3 %	83.0 %	15	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	8	7	87.5 %	82.5 %	7	0	London
Employment Equity Occupational Group	Man. less CMA	11	9	81.8 %	84.4 %	9	0	Man. less CMA
Employment Equity Occupational Group	Montréal	36	32	88.9 %	80.8 %	29	3	Montréal
Employment Equity Occupational Group	N.S. less CMA	3	3	100.0 %	87.0 %	3	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	79	70	88.6 %	87.1 %	69	1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	8	6	75.0 %	84.1 %	7	1	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	21	18	85.7 %	77.2 %	16	2	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	3	0	0.0 %	82.4 %	2	1	P.E.I.
Employment Equity Occupational Group	Peterborough	4	3	75.0 %	87.2 %	3	0	Peterborough
Employment Equity Occupational Group	Que. less CMAs	3	3	100.0 %	87.5 %	3	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	2	100.0 %	80.9 %	2	0	Québec
Employment Equity Occupational Group	Regina	1	1	100.0 %	80.7 %	1	0	Regina
Employment Equity Occupational Group	Sask. less CMA	2	2	100.0 %	86.3 %	2	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	8	8	100.0 %	84.0 %	7	1	Saskatoon
Employment Equity Occupational Group	Sherbrooke	1	0	0.0 %	84.2 %	1	1	Sherbrooke

Workforce Analysis - Detailed Report

Date: 2017-08-03

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	St. Catharines - Niagara	5	4	80.0 %	81.8 %	4	0	St. Catharines -
Employment Equity Occupational Group	St. John's	10	8	80.0 %	82.5 %	8	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	1	50.0 %	83.9 %	2	1	Thunder Bay
Employment Equity Occupational Group	Toronto	69	51	73.9 %	80.1 %	55	4	Toronto
Employment Equity Occupational Group	Vancouver	19	18	94.7 %	79.0 %	15	3	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	81.2 %	1	0	Victoria
Employment Equity Occupational Group	Windsor	7	7	100.0 %	82.8 %	6	1	Windsor
Employment Equity Occupational Group	Winnipeg	11	10	90.9 %	81.1 %	9	1	Winnipeg
10 : Clerical Personnel		130	106	81.5 %	70.5 %	92	14	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	76.3 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	11	10	90.9 %	77.5 %	9	1	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	1	100.0 %	69.6 %	1	0	Barrie
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.2 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	3	3	100.0 %	70.3 %	2	1	Edmonton
Employment Equity Occupational Group	Guelph	7	5	71.4 %	74.0 %	5	0	Guelph
Employment Equity Occupational Group	Halifax	2	1	50.0 %	67.7 %	1	0	Halifax
Employment Equity Occupational Group	Kelowna	5	5	100.0 %	78.3 %	4	1	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	2	66.7 %	67.9 %	2	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	5	4	80.0 %	71.4 %	4	0	London
Employment Equity Occupational Group	Man. less CMA	6	5	83.3 %	73.0 %	4	1	Man. less CMA
Employment Equity Occupational Group	Montréal	9	7	77.8 %	62.5 %	6	1	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	3	100.0 %	74.8 %	2	1	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	23	19	82.6 %	72.4 %	17	2	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	2	2	100.0 %	67.3 %	1	1	Oshawa

Workforce Analysis - Detailed Report

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	65.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	2	1	50.0 %	70.0 %	1	0	P.E.I.
Employment Equity Occupational Group	St. John's	3	3	100.0 %	72.6 %	2	1	St. John's
Employment Equity Occupational Group	Thunder Bay	3	3	100.0 %	75.1 %	2	1	Thunder Bay
Employment Equity Occupational Group	Toronto	25	18	72.0 %	65.2 %	16	2	Toronto
Employment Equity Occupational Group	Vancouver	8	6	75.0 %	70.0 %	6	0	Vancouver
Employment Equity Occupational Group	Winnipeg	4	4	100.0 %	67.9 %	3	1	Winnipeg
Employment Equity Occupational Group	Y.T.	1	1	100.0 %	78.3 %	1	0	Y.T.
Total		3147	1685	53.6 %	53.0 %	1668	17	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workforce Analysis - Detailed Report

Date: 2017-08-03

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01 : Senior Managers	National	39	0	0.0 %	2.9 %	1	National	
02 : Middle and Other Managers	National	910	12	1.3 %	2.2 %	20	National	
03 : Professionals		1579	24	1.5 %	1.3 %	21	3	
1111 : Financial auditors and accountants	National	1314	18	1.4 %	1.3 %	17	1	National
1121 : Human resources professionals	National	8	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	70	2	2.9 %	1.6 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	1	3.4 %	2.1 %	1	0	National
2147 : Computer engineers (except software engineers and designers)	National	16	1	6.3 %	0.9 %	0	1	National
2171 : Information systems analysts and consultants	National	122	2	1.6 %	1.1 %	1	1	National
2173 : Software engineers and designers	National	14	0	0.0 %	0.6 %	0	0	National
4112 : Lawyers and Quebec notaries	National	6	0	0.0 %	1.6 %	0	0	National
04 : Semi-Professionals and Technicians		26	0	0.0 %	1.9 %	0	0	
2282 : User support technicians	Alberta	3	0	0.0 %	3.8 %	0	0	Alberta
2282 : User support technicians	British Columbia	4	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	17	0	0.0 %	1.6 %	0	0	Ontario
2282 : User support technicians	Québec	2	0	0.0 %	1.3 %	0	0	Québec
05 : Supervisors		3	0	0.0 %	2.8 %	0	0	
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	6.3 %	0	0	Kelowna
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1.0 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		460	4	0.9 %	3.2 %	15	11	
Employment Equity Occupational Group	Alta. less CMAs	16	0	0.0 %	6.0 %	1	1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	18	0	0.0 %	7.7 %	1	1	B.C. less CMAs
Employment Equity Occupational Group	Barrie	14	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	2	0	0.0 %	4.8 %	0	0	Brantford

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
Employment Equity Occupational Group	Calgary	17	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	23	2	8.7 %	3.6 %	1	1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	8.6 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Guelph	6	0	0.0 %	2.0 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	9	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	9	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	12	0	0.0 %	3.4 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	1	0	0.0 %	1.2 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	18	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	8	0	0.0 %	0.8 %	0	0	London
Employment Equity Occupational Group	Man. less CMA	11	0	0.0 %	15.0 %	2	2	Man. less CMA
Employment Equity Occupational Group	Montréal	36	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	3.3 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	79	0	0.0 %	4.1 %	3	3	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	8	0	0.0 %	2.0 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	21	0	0.0 %	3.2 %	1	1	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	3	0	0.0 %	1.4 %	0	0	P.E.I.
Employment Equity Occupational Group	Peterborough	4	0	0.0 %	2.3 %	0	0	Peterborough
Employment Equity Occupational Group	Que. less CMAs	3	0	0.0 %	2.9 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	0	0.0 %	0.7 %	0	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	6.4 %	0	0	Regina
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	10.8 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	8	0	0.0 %	6.4 %	1	1	Saskatoon
Employment Equity Occupational Group	Sherbrooke	1	0	0.0 %	0.4 %	0	0	Sherbrooke

Workforce Analysis - Detailed Report

Date: 2017-08-03

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
Employment Equity Occupational Group	St. Catharines - Niagara	5	0	0.0 %	1.5 %	0	0	St. Catharines -
Employment Equity Occupational Group	St. John's	10	0	0.0 %	2.5 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	6.4 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	69	1	1.4 %	0.8 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	19	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	3.0 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	7	0	0.0 %	1.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	11	1	9.1 %	8.5 %	1	0	Winnipeg
10 : Clerical Personnel		130	7	5.4 %	4.4 %	6	1	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	8.1 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	11	1	9.1 %	9.1 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	1.8 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	3	1	33.3 %	5.1 %	0	1	Edmonton
Employment Equity Occupational Group	Guelph	7	0	0.0 %	2.5 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	5	0	0.0 %	4.5 %	0	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	5	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Man. less CMA	6	0	0.0 %	16.1 %	1	1	Man. less CMA
Employment Equity Occupational Group	Montréal	9	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	2	66.7 %	12.9 %	0	2	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	23	1	4.3 %	4.7 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	2	0	0.0 %	1.0 %	0	0	Oshawa

Workforce Analysis - Detailed Report

Date: 2017-08-03

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	2	0	0.0 %	1.7 %	0	0	P.E.I.
Employment Equity Occupational Group	St. John's	3	0	0.0 %	1.4 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	3	1	33.3 %	7.5 %	0	1	Thunder Bay
Employment Equity Occupational Group	Toronto	25	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	8	0	0.0 %	2.4 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	4	1	25.0 %	9.8 %	0	1	Winnipeg
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	21.7 %	0	0	Y.T.
Total		3147	47	1.5 %	2.0 %	63	16	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

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Workforce Analysis - Detailed Report

Date: 2017-08-03

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability			Gap #
			#	%	%	#		
01 : Senior Managers	National	39	5	12.8 %	10.1 %	4	1	National
02 : Middle and Other Managers	National	910	141	15.5 %	15.0 %	137	4	National
03 : Professionals		1579	349	22.1 %	27.5 %	434	85	
1111 : Financial auditors and accountants	National	1314	272	20.7 %	27.5 %	361	89	National
1121 : Human resources professionals	National	8	0	0.0 %	14.1 %	1	1	National
1122 : Professional occupations in business management consulting	National	70	14	20.0 %	21.6 %	15	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	8	27.6 %	16.9 %	5	3	National
2147 : Computer engineers (except software engineers and designers)	National	16	7	43.8 %	38.2 %	6	1	National
2171 : Information systems analysts and consultants	National	122	41	33.6 %	31.4 %	38	3	National
2173 : Software engineers and designers	National	14	7	50.0 %	40.5 %	6	1	National
4112 : Lawyers and Quebec notaries	National	6	0	0.0 %	12.5 %	1	1	National
04 : Semi-Professionals and Technicians		26	10	38.5 %	33.1 %	9	1	
2282 : User support technicians	Alberta	3	0	0.0 %	28.2 %	1	1	Alberta
2282 : User support technicians	British Columbia	4	3	75.0 %	32.5 %	1	2	British Columbia
2282 : User support technicians	Ontario	17	6	35.3 %	35.9 %	6	0	Ontario
2282 : User support technicians	Québec	2	1	50.0 %	18.2 %	0	1	Québec
05 : Supervisors		3	0	0.0 %	32.4 %	1	1	
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	5.6 %	0	0	Kelowna
Employment Equity Occupational Group	Toronto	2	0	0.0 %	45.8 %	1	1	Toronto
07 : Administrative and Senior Clerical Personnel		460	33	7.2 %	12.4 %	57	24	
Employment Equity Occupational Group	Alta. less CMAs	16	1	6.3 %	3.4 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	18	0	0.0 %	3.4 %	1	1	B.C. less CMAs
Employment Equity Occupational Group	Barrie	14	0	0.0 %	5.5 %	1	1	Barrie
Employment Equity Occupational Group	Brantford	2	0	0.0 %	3.4 %	0	0	Brantford

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability			Gap #
			#	%	%	#		
Employment Equity Occupational Group	Calgary	17	2	11.8 %	16.5 %	3	Calgary	
Employment Equity Occupational Group	Edmonton	23	4	17.4 %	13.4 %	3	1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	1.5 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Guelph	6	0	0.0 %	6.6 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	9	0	0.0 %	5.8 %	1	4	Halifax
Employment Equity Occupational Group	Hamilton	9	1	11.1 %	8.2 %	1	0	Hamilton
Employment Equity Occupational Group	Kelowna	12	0	0.0 %	3.9 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	1	0	0.0 %	3.4 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	18	1	5.6 %	9.5 %	2	3	Kitchener - Cambridge
Employment Equity Occupational Group	London	8	0	0.0 %	7.3 %	1	1	London
Employment Equity Occupational Group	Man. less CMA	11	0	0.0 %	1.3 %	0	0	Man. less CMA
Employment Equity Occupational Group	Montréal	36	3	8.3 %	12.2 %	4	3	Montréal
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	1.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	79	0	0.0 %	1.6 %	1	4	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	8	1	12.5 %	9.0 %	1	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	21	1	4.8 %	12.2 %	3	2	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	3	0	0.0 %	3.0 %	0	0	P.E.I.
Employment Equity Occupational Group	Peterborough	4	0	0.0 %	1.2 %	0	0	Peterborough
Employment Equity Occupational Group	Que. less CMAs	3	0	0.0 %	0.6 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	0	0.0 %	1.5 %	0	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	5.3 %	0	0	Regina
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	1.9 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	8	0	0.0 %	5.5 %	0	0	Saskatoon
Employment Equity Occupational Group	Sherbrooke	1	0	0.0 %	1.5 %	0	0	Sherbrooke

Workforce Analysis - Detailed Report

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability	Gap		
			#	%	%	#		
Employment Equity Occupational Group	St. Catharines - Niagara	5	0	0.0 %	4.2 %	0	0	St. Catharines -
Employment Equity Occupational Group	St. John's	10	0	0.0 %	0.7 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	2.3 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	69	16	23.2 %	37.3 %	26	10	Toronto
Employment Equity Occupational Group	Vancouver	19	2	10.5 %	35.3 %	7	3	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	8.2 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	7	1	14.3 %	9.9 %	1	0	Windsor
Employment Equity Occupational Group	Winnipeg	11	0	0.0 %	11.1 %	1	3	Winnipeg
10 : Clerical Personnel		130	23	17.7 %	16.8 %	22	1	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	4.2 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	11	1	9.1 %	2.9 %	0	1	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	5.1 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	24.3 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	17.5 %	1	3	Edmonton
Employment Equity Occupational Group	Guelph	7	0	0.0 %	9.9 %	1	3	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	5	2	40.0 %	4.8 %	0	2	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	1	33.3 %	11.5 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	5	3	60.0 %	9.1 %	0	3	London
Employment Equity Occupational Group	Man. less CMA	6	0	0.0 %	1.7 %	0	0	Man. less CMA
Employment Equity Occupational Group	Montréal	9	1	11.1 %	17.4 %	2	3	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	0	0.0 %	0.0 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	23	0	0.0 %	1.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	2	0	0.0 %	9.8 %	0	0	Oshawa

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	2	0	0.0 %	2.6 %	0	0	P.E.I.
Employment Equity Occupational Group	St. John's	3	0	0.0 %	0.8 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	3	0	0.0 %	2.1 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	25	13	52.0 %	48.1 %	12	1	Toronto
Employment Equity Occupational Group	Vancouver	8	2	25.0 %	42.3 %	3	3	Vancouver
Employment Equity Occupational Group	Winnipeg	4	0	0.0 %	17.0 %	1	3	Winnipeg
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	3.4 %	0	0	Y.T.
Total		3147	561	17.8 %	21.1 %	664	103	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workforce Analysis - Detailed Report

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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Recruitment Area
			Representation #	%	Availability %	Gap #	
01/02 : Managers	National	949	16	1.7 %	4.3 %	41	National
03 : Professionals	National	1579	27	1.7 %	3.8 %	60	National
04 : Semi-Professionals and Technicians	National	26	1	3.8 %	4.6 %	1	National
05 : Supervisors	National	3	0	0.0 %	13.9 %	0	National
07 : Administrative and Senior Clerical Personnel	National	460	5	1.1 %	3.4 %	16	National
10 : Clerical Personnel	National	130	3	2.3 %	7.0 %	9	National
Total		3147	52	1.7 %	4.0 %	127	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data

Workforce Analysis - Detailed Report

Date: 2017-08-03

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

DEFAULT ALL

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

Workforce Analysis - Detailed Report

Date: 2017-08-03

WFA Defaults - Persons with Disabilities

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

Workforce Analysis - Summary Report

Date: 2017-08-03

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Women

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	39	19	48.7 %	27.4 %	11	8
02 : Middle and Other Managers	910	402	44.2 %	38.9 %	354	48
03 : Professionals	1579	770	48.8 %	51.9 %	820	58
04 : Semi-Professionals and Technicians	26	2	7.7 %	24.2 %	6	4
05 : Supervisors	3	1	33.3 %	59.0 %	2	1
07 : Administrative and Senior Clerical Personnel	460	385	83.7 %	83.2 %	383	2
10 : Clerical Personnel	130	105	81.5 %	70.5 %	92	14
Total	3147	1685	53.6 %	53.0 %	1668	17

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-08-03

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Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	39	0	0.0 %	2.9 %	1	3
02 : Middle and Other Managers	910	12	1.3 %	2.2 %	20	8
03 : Professionals	1579	24	1.5 %	1.3 %	21	3
04 : Semi-Professionals and Technicians	26	0	0.0 %	1.9 %	0	0
05 : Supervisors	3	0	0.0 %	2.8 %	0	0
07 : Administrative and Senior Clerical Personnel	460	4	0.9 %	3.2 %	15	13
10 : Clerical Personnel	130	7	5.4 %	4.4 %	6	1
Total	3147	47	1.5 %	2.0 %	63	36

Total may not equal sum of components due to rounding.

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Date: 2017-08-03

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Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	39	5	12.8 %	10.1 %	4	1
02 : Middle and Other Managers	910	141	15.5 %	15.0 %	137	4
03 : Professionals	1579	349	22.1 %	27.5 %	434	45
04 : Semi-Professionals and Technicians	26	10	38.5 %	33.1 %	9	1
05 : Supervisors	3	0	0.0 %	32.4 %	1	3
07 : Administrative and Senior Clerical Personnel	460	33	7.2 %	12.4 %	57	24
10 : Clerical Personnel	130	23	17.7 %	16.8 %	22	1
Total	3147	561	17.8 %	21.1 %	664	103

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-08-03

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Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	949	16	1.7 %	4.3 %	41	25
03 : Professionals	1579	27	1.7 %	3.8 %	60	33
04 : Semi-Professionals and Technicians	26	1	3.8 %	4.6 %	1	0
05 : Supervisors	3	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	460	5	1.1 %	3.4 %	16	11
10 : Clerical Personnel	130	3	2.3 %	7.0 %	9	6
Total	3147	52	1.7 %	4.0 %	127	75

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-08-03

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

DEFAULT ALL

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

Workforce Analysis - Summary Report

Date: 2017-08-03

WFA Defaults - Persons with Disabilities

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

Summary of Goals

BDO Canada LLP

April 24, 2018

Women

Workforce Analysis Results				Goals	
Employment Equity Occupational Group (EEOG)			Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
All Employees	Employee Representation #	Description	Employee #	# or %	# or %
<p><i>Based on our industry and the size of the firm, a report from the government system (WEIMS) determines what % of our workforce should be from each of the designated groups. This figure is known as "availability".</i></p> <p><i>Our short-term goals over the next 3 years is to hire and promote at the availability rate for each of the designated groups where workforce gaps currently exist. Our long-term goals are to maintain the hiring and promoting of designated groups at the availability rate to have our workforce eventually be representative of the market. Specific figures related to these timeframes can be found listed under the goals column.</i></p>					
39	19	01 - Senior Managers	8		
910	402	02 - Middle and Other Managers	48		
1579	770	03 - Professionals	-50	51.9%	51.9%
26	2	04 - Semi-Professionals and Technicians	-4	24.2%	24.2%
3	1	05 - Supervisors	-1		
460	385	07 - Administrative and Senior Clerical Personnel	2		
130	106	10 - Clerical Personnel	14		

Aboriginal Peoples

Workforce Analysis Results				Goals	
Employment Equity Occupational Group (EEOG)			Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
All Employees	Employee Representation #	Description	#	# or %	# or %
<p><i>Based on our industry and the size of the firm, a report from the government system (WEIMS) determines what % of our workforce should be from each of the designated groups. This figure is known as "availability".</i></p> <p><i>Our short-term goals over the next 3 years is to hire and promote at the availability rate for each of the designated groups where workforce gaps currently exist. Our long-term goals are to maintain the hiring and promoting of designated groups at the availability rate to have our workforce eventually be representative of the market. Specific figures related to these timeframes can be found listed under the goals column.</i></p>					
39	0	01 - Senior Managers	-1	2.9%	2.9%
910	12	02 - Middle and Other Managers	-8	2.2%	2.2%
1579	24	03 - Professionals	3		
26	0	04 - Semi-Professionals and Technicians	0		
3	0	05 - Supervisors	0		
460	4	07 - Administrative and Senior Clerical Personnel	-11	3.2%	3.2%
130	7	10 - Clerical Personnel	1		

Persons with Disabilities

Workforce Analysis Results				Goals	
Employment Equity Occupational Group (EEOG)			Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
All Employees	Employee Representation #	Description	#	# or %	# or %
<p><i>Based on our industry and the size of the firm, a report from the government system (WEIMS) determines what % of our workforce should be from each of the designated groups. This figure is known as "availability".</i></p> <p><i>Our short-term goals over the next 3 years is to hire and promote at the availability rate for each of the designated groups where workforce gaps currently exist. Our long-term goals are to maintain the hiring and promoting of designated groups at the availability rate to have our workforce eventually be representative of the market. Specific figures related to these timeframes can be found listed under the goals column.</i></p>					
949	16	01/02 - Managers	-25	4.3%	4.3%
1579	27	03 - Professionals	-33	3.8%	3.8%
26	1	04 - Semi-Professionals and Technicians	0		
3	0	05 - Supervisors	0		
460	5	07 - Administrative and Senior Clerical Personnel	-11	3.4%	3.4%
130	3	10 - Clerical Personnel	-6	7.0%	7.0%

Members of Visible Minorities

Workforce Analysis Results				Goals	
Employment Equity Occupational Group (EEOG)			Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
All Employees	Employee Representation #	Description	#	# or %	# or %
<p><i>Based on our industry and the size of the firm, a report from the government system (WEIMS) determines what % of our workforce should be from each of the designated groups. This figure is known as "availability".</i></p> <p><i>Our short-term goals over the next 3 years is to hire and promote at the availability rate for each of the designated groups where workforce gaps currently exist. Our long-term goals are to maintain the hiring and promoting of designated groups at the availability rate to have our workforce eventually be representative of the market. Specific figures related to these timeframes can be found listed under the goals column.</i></p>					
39	5	01 - Senior Managers	1		
910	141	02 - Middle and Other Managers	4		
1579	349	03 - Professionals	-85	27.5%	27.5%
26	10	04 - Semi-Professionals and Technicians	1		
3	0	05 - Supervisors	-1		
460	33	07 - Administrative and Senior Clerical Personnel	-24	12.4%	12.4%
130	23	10 - Clerical Personnel	1		

SELF-IDENTIFICATION SURVEY

Overview

BDO is committed to respect, equity, diversity and inclusion in the workplace ensuring that all employees are treated fairly and are not discriminated against based on personal characteristics. We promote diversity and employment equity in the workplace to ensure that women, Aboriginal persons, persons with disabilities, visible and ethnic minorities, persons that identify as LGBTQ+ are fully represented at all levels of our organization.

Why Participate:

In order to pursue our commitment to equity and diversity we are asking for your help to ensure that we have an accurate understanding of the number of employees who identify themselves with one or more of the groups designated above. Additionally, as a service provider delivering over \$1,000,000 in services to the Federal Government of Canada, BDO has pledged its commitment to employment equity in the workplace as part of the Federal Contractor's Program. Our clients also increasingly expect BDO to visibly demonstrate our commitment to diversity.

Your participation in this self-identification survey is instrumental in helping us achieve our diversity and inclusion goals. We assure you that our workplace is a safe environment in which to self-identify and we encourage you to fully be who you are at work. Participation in the self-identification survey is voluntary. We request that everyone participates in order that we have the best understanding of our workforce and are well positioned to progress even further as a firm.

Confidentiality & Privacy

The responses that you provide to this survey will be retained for statistical purposes only; your confidentiality is protected. The results of the survey will be shared with the Diversity and Inclusion Committee, members of the Leadership team and the Labour Program of Employment and Social Development Canada. Your name will not be included with your answers to the survey. The survey will only be reviewed for the purposes of informing BDO's employment equity and diversity initiatives and complying with our mandate under the Federal Contractor's Program.

Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the *Employment Equity Act* to enable our organization to collect workforce data, comply with employment equity legislation, participate in the Federal Contractor's

CONFIDENTIAL EMPLOYMENT EQUITY & DIVERSITY SURVEY

Program and implement employment equity in the workplace. The information may also be used to inform BDO's employment equity and diversity policies.

The information that you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractor's Program. No information about groups of three or less is reported to ensure anonymity. Only summary reports will be released and no individual will be identified.

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

Your personal information is administered by the ESDC in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

Additional Information

This survey is available in large print or audio format upon request. It is also available on our internal website. Please contact your local Human Resources representative to request assistance in completing this survey.

CONFIDENTIAL EMPLOYMENT EQUITY & DIVERSITY SURVEY

INSTRUCTIONS

- Your answers to the questions are completely voluntary. If you do not wish to participate in the survey please select “NO” to the first question
- You may self-identify as a member of more than one group
- You may review, update and correct information about yourself at any time

SELF IDENTIFICATION SURVEY

1. I consent to participate in this survey.

Yes No

2. I identify as a Male/Female/Other

Male Female Other

3. I identify as an Aboriginal person (First Nations, Inuit, or Métis, status or non-status).

Yes No

4. I am a person with a disability (including; any degree of physical disability, infirmity, malformation or disfigurement; a condition of mental impairment of a developmental disability; a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language; a mental disorder; or an injury or disability for which benefits were claimed or received under the provincial worker’s compensation.

Yes No

5. I am a member of a visible minority (non-Caucasian or non-white). For the purposes of this self-identification survey BDO is using the definition found in the Employment Equity Act. According to the Employment Equity Act, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

Yes No

CONFIDENTIAL EMPLOYMENT EQUITY & DIVERSITY SURVEY

6. I identify as LGBTQ+*

Yes No

SUBMIT

* The results of this question will not be shared with the Labour Program of Employment and Social Development Canada. It is being asked for the use of our internal Diversity and Inclusion planning.

BDO Workforce Survey Results	
Number of employees surveyed	3147
Self-identification questionnaires - Blank	27
Self-identification questionnaires - Partially completed	39
Self-identification questionnaires - Fully completed	2646
Total returned questionnaires	2712
Fully completed and returned self-identification questionnaires	2646

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

Employer Name: BDO Canada

Primary Location: Across Canada

Number of Employees: 3,147

Organization Overview:

BDO Canada provides accounting, tax, and advisory services to clients across the country. It was founded in 1921, and has grown from a single office in Winnipeg to more than 3,000 partners and professionals in over 100 offices across Canada.

Key Dates – First Year Assessment

Initiated: 2017-09-18
 Received: 2017-10-05
 WFA: 2017-08-03

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	3,147	100
Number of Surveys Returned:	2,712	86
Number of Completed Surveys Returned:	3,646	84

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

Observations:

- Survey was executed online and linked directly to an employee for identification and continuity purposes.

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

No goals were set for women and members of visible minorities in EEOG 05 as well as for Aboriginal peoples in EEOG 01. Details are provided below.

SUMMARY OF GOALS

Woman

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
3	Professionals	-50	51.9	51.9	48.8	51.9
4	Semi-Professionals & Technicians	-4	24.2	24.2	7.7	24.2
5	Supervisors	-1	0	0	33.3	59.0

Observations:

- No goal was set for EEOG 05 Supervisor given that there are only 3 employees in this occupational group.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representatio n	LM A
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
1	Senior Managers	-1	2.9	2.9	1.3	2.9
2	Middle & Other Managers	-8	2.2	2.2	1.5	2.2
7	Administrative & Senior Clerical Personnel	-11	3.2	3.2	0.9	3.2

Observations:

- No goal was set for EEOG 01 Senior Manager.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representatio n	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
3	Professionals	-85	27.5	27.5	22.1	27.5
5	Supervisors	-1	0	0	0	32.4
7	Administrative & Senior Clerical Personnel	-24	12.4	12.4	7.2	12.4

Observations:

- No goal was set for EEOG 05 Supervisor given that there are only 3 employees in this occupational group.

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME
Sent: April 30, 2018 12:25 PM
To: 'employmentequity@bdo.ca' <employmentequity@bdo.ca>
Cc: 'Kuan, Norman' <NKuan@bdo.ca>; Gill, Kuldeep <kgill@bdo.ca>
Subject: Government of Canada Agreement Number: 060802 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Patrick Kramer:

I am writing to inform you that the compliance assessment initiated on September 18, 2017 has been completed. As a result of the assessment, BDO Canada LLP has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- We noted that a short-term goal was not set despite a gap being revealed in the workforce analysis for EEOG 05 Supervisor for women and visible minorities. We ask that a short term goal of 32.4% be set for visible minorities. We understand that no growth or turnover is expected however the goal can be considered should a vacancy occur.

Next Steps

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

When BDO Canada LLP is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form 1 to 6) at the national level.
2. A current workforce analysis.
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, BDO Canada LLP will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact Maurice Yakibonge at maurice.yakibonge@labour-travail.gc.ca.

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

Workplace Equity Team

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



Rejoignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDMI) en ligne, un espace collaboratif pour employeurs. Invoquez-nous au courriel pour vous joindre...
Join the online Workplace Equity, Diversity and Inclusion Forum (WE/DEI), a collaborative space for employers. Send us an email to join@fedmi.gc.ca