



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

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Carillion Canada Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> 5612	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 470  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 4th floor, 7077 Keele Street	City Concord	Province ON	Postal Code L4K 0B6
Telephone Number 905-532-5200			

EMPLOYMENT EQUITY CONTACT			
Name (print) Keith Hamilton	Title Director of Compensation & Benefits		
Telephone Number 905 532 5200	E-mail Address khamilton@carillion.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)</li> </ul> hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a> :
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) Tracey Wallace	Title Senior Vice President		
Telephone Number 905-532-5200	E-mail Address twallace@carillion.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) 2016-08-16		

**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).



Workplace Equity Information Management System - Carillion Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-10-24

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	23	4	17.4 %	27.4 %	6	-2	National
<b>02 : Middle and Other Managers</b>	National	128	31	24.2 %	38.9 %	50	-19	National
<b>03 : Professionals</b>		17	6	35.3 %	41.6 %	7	-1	
1111 : Financial auditors and accountants	National	4	2	50.0 %	55.1 %	2	0	National
1112 : Financial and investment analysts	National	1	0	0.0 %	50.1 %	1	-1	National
1121 : Human resources professionals	National	1	1	100.0 %	71.1 %	1	0	National
2121 : Biologists and related scientists	National	1	1	100.0 %	50.9 %	1	0	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	11.3 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	12.6 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	17.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	4	2	50.0 %	42.5 %	2	0	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	73.5 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		44	4	9.1 %	12.5 %	6	-2	
2231 : Civil engineering technologists and technicians	Alberta	1	0	0.0 %	21.2 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	Ontario	8	0	0.0 %	15.7 %	1	-1	Ontario
2232 : Mechanical engineering technologists and technicians	British Columbia	11	0	0.0 %	9.3 %	1	-1	British Columbia
2234 : Construction estimators	Ontario	9	2	22.2 %	10.5 %	1	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	2	0	0.0 %	11.6 %	0	0	British Columbia
2242 : Electronic service technicians (household and business equipment)	British Columbia	2	0	0.0 %	5.3 %	0	0	British Columbia
2242 : Electronic service technicians (household and business equipment)	Ontario	1	0	0.0 %	7.4 %	0	0	Ontario
2253 : Drafting technologists and technicians	Ontario	1	1	100.0 %	26.4 %	0	1	Ontario
2264 : Construction inspectors	Ontario	5	1	20.0 %	8.6 %	0	1	Ontario
2282 : User support technicians	Ontario	4	0	0.0 %	24.2 %	1	-1	Ontario
<b>05 : Supervisors</b>		10	5	50.0 %	53.9 %	5	0	



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	62.9 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	50.7 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	7	3	42.9 %	53.0 %	4	-1	Toronto
Employment Equity Occupational Group	Y.T.	1	1	100.0 %	53.8 %	1	0	Y.T.
<b>06 : Supervisors: Crafts and Trades</b>		14	1	7.1 %	8.4 %	1	0	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario	1	0	0.0 %	13.7 %	0	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	1	0	0.0 %	7.7 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	11	1	9.1 %	7.8 %	1	0	Ontario
7214 : NOC 2006 - Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	British Columbia	1	0	0.0 %	10.5 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		42	30	71.4 %	82.9 %	35	-5	
Employment Equity Occupational Group	Alta. less CMAs	8	7	87.5 %	89.0 %	7	0	Alta. less CMAs
Employment Equity Occupational Group	Barrie	1	1	100.0 %	84.8 %	1	0	Barrie
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	84.6 %	1	-1	Edmonton
Employment Equity Occupational Group	Hamilton	2	1	50.0 %	83.5 %	2	-1	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	83.0 %	1	-1	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	3	2	66.7 %	87.1 %	3	-1	Ont. less CMAs
Employment Equity Occupational Group	Thunder Bay	1	1	100.0 %	83.9 %	1	0	Thunder Bay
Employment Equity Occupational Group	Toronto	21	14	66.7 %	80.1 %	17	-3	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	79.0 %	2	0	Vancouver
Employment Equity Occupational Group	Windsor	2	2	100.0 %	82.8 %	2	0	Windsor
<b>08 : Skilled Sales and Service Personnel</b>		3	3	100.0 %	48.6 %	1	2	
6221 : Technical sales specialists - wholesale trade	Ontario	1	1	100.0 %	28.7 %	0	1	Ontario
6222 : Retail and wholesale buyers	Ontario	2	2	100.0 %	58.5 %	1	1	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		6	0	0.0 %	6.0 %	0	0	



Workplace Equity Information Management System - Carillion Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-10-24

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7241 : Electricians (except industrial and power system)	British Columbia	1	0	0.0 %	2.3 %	0	0	British Columbia
7251 : Plumbers	Ontario	1	0	0.0 %	1.9 %	0	0	Ontario
7253 : Gas fitters	British Columbia	2	0	0.0 %	1.9 %	0	0	British Columbia
7294 : Painters and decorators (except interior decorators)	Ontario	2	0	0.0 %	13.9 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		25	14	56.0 %	67.2 %	17	-3	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	76.3 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	Ont. less CMAs	3	2	66.7 %	72.4 %	2	0	Ont. less CMAs
Employment Equity Occupational Group	Peterborough	1	1	100.0 %	69.6 %	1	0	Peterborough
Employment Equity Occupational Group	Toronto	18	9	50.0 %	65.2 %	12	-3	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	70.0 %	1	0	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	74.1 %	1	0	Victoria
<b>11 : Intermediate Sales and Service Personnel</b>		8	4	50.0 %	63.9 %	5	-1	
Employment Equity Occupational Group	Toronto	7	4	57.1 %	63.9 %	4	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	64.2 %	1	-1	Vancouver
<b>13 : Other Sales and Service Personnel</b>		5	0	0.0 %	61.0 %	3	-3	
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	61.8 %	2	-2	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	57.8 %	1	-1	Vancouver
<b>14 : Other Manual Workers</b>		1	0	0.0 %	30.1 %	0	0	
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	30.1 %	0	0	Vancouver
<b>Total</b>		326	102	31.3 %	42.1 %	136	-34	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Carillion Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-10-24

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	23	0	0.0 %	2.9 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	128	0	0.0 %	2.2 %	3	-3	National
<b>03 : Professionals</b>		17	0	0.0 %	1.5 %	0	0	
1111 : Financial auditors and accountants	National	4	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	1	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	2.7 %	0	0	National
2121 : Biologists and related scientists	National	1	0	0.0 %	1.7 %	0	0	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	0.7 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	0.9 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	0.6 %	0	0	National
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	1.6 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	4.4 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		44	0	0.0 %	2.5 %	1	-1	
2231 : Civil engineering technologists and technicians	Alberta	1	0	0.0 %	4.1 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	Ontario	8	0	0.0 %	2.2 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	British Columbia	11	0	0.0 %	4.7 %	1	-1	British Columbia
2234 : Construction estimators	Ontario	9	0	0.0 %	0.9 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	2	0	0.0 %	2.1 %	0	0	British Columbia
2242 : Electronic service technicians (household and business equipment)	British Columbia	2	0	0.0 %	2.1 %	0	0	British Columbia
2242 : Electronic service technicians (household and business equipment)	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	1.3 %	0	0	Ontario
2264 : Construction inspectors	Ontario	5	0	0.0 %	2.7 %	0	0	Ontario
2282 : User support technicians	Ontario	4	0	0.0 %	1.6 %	0	0	Ontario
<b>05 : Supervisors</b>		10	1	10.0 %	2.0 %	0	1	



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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	Ont. less CMAs	1	0	0.0 %	4.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	7	1	14.3 %	1.0 %	0	1	Toronto
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	5.1 %	0	0	Y.T.
<b>06 : Supervisors: Crafts and Trades</b>		14	2	14.3 %	3.2 %	0	2	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario	1	1	100.0 %	2.0 %	0	1	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	1	0	0.0 %	4.4 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	11	1	9.1 %	3.0 %	0	1	Ontario
7214 : NOC 2006 - Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	British Columbia	1	0	0.0 %	5.1 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		42	1	2.4 %	2.4 %	1	0	
Employment Equity Occupational Group	Alta. less CMAs	8	0	0.0 %	6.0 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	6.4 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	21	1	4.8 %	0.8 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Windsor	2	0	0.0 %	1.6 %	0	0	Windsor
<b>08 : Skilled Sales and Service Personnel</b>		3	0	0.0 %	1.3 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
6222 : Retail and wholesale buyers	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		6	0	0.0 %	3.1 %	0	0	



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7241 : Electricians (except industrial and power system)	British Columbia	1	0	0.0 %	3.1 %	0	0	British Columbia
7251 : Plumbers	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
7253 : Gas fitters	British Columbia	2	0	0.0 %	5.3 %	0	0	British Columbia
7294 : Painters and decorators (except interior decorators)	Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		25	0	0.0 %	1.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Alta. less CMAs	1	0	0.0 %	8.1 %	0	0	Alta. less CMAs
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	3	0	0.0 %	4.7 %	0	0	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Peterborough	1	0	0.0 %	3.0 %	0	0	Peterborough
<b>Employment Equity Occupational Group</b>	Toronto	18	0	0.0 %	0.7 %	0	0	Toronto
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	2.4 %	0	0	Vancouver
<b>Employment Equity Occupational Group</b>	Victoria	1	0	0.0 %	4.3 %	0	0	Victoria
<b>11 : Intermediate Sales and Service Personnel</b>		8	0	0.0 %	0.9 %	0	0	
<b>Employment Equity Occupational Group</b>	Toronto	7	0	0.0 %	0.6 %	0	0	Toronto
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	2.3 %	0	0	Vancouver
<b>13 : Other Sales and Service Personnel</b>		5	1	20.0 %	6.0 %	0	1	
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	4	1	25.0 %	6.8 %	0	1	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	2.7 %	0	0	Vancouver
<b>14 : Other Manual Workers</b>		1	0	0.0 %	3.2 %	0	0	
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	3.2 %	0	0	Vancouver
<b>Total</b>		326	5	1.5 %	2.3 %	6	-1	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Carillion Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-10-24

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability			Gap #
			#	%	%	#		
<b>01 : Senior Managers</b>	National	23	1	4.3 %	10.1 %	2	-1	National
<b>02 : Middle and Other Managers</b>	National	128	17	13.3 %	15.0 %	19	-2	National
<b>03 : Professionals</b>		17	3	17.6 %	25.9 %	4	-1	
1111 : Financial auditors and accountants	National	4	1	25.0 %	27.5 %	1	0	National
1112 : Financial and investment analysts	National	1	1	100.0 %	35.4 %	0	1	National
1121 : Human resources professionals	National	1	0	0.0 %	14.1 %	0	0	National
2121 : Biologists and related scientists	National	1	0	0.0 %	17.2 %	0	0	National
2133 : Electrical and electronics engineers	National	1	1	100.0 %	34.9 %	0	1	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	38.2 %	1	-1	National
2173 : Software engineers and designers	National	2	0	0.0 %	40.5 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	12.5 %	1	-1	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	21.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		44	13	29.5 %	22.3 %	10	3	
2231 : Civil engineering technologists and technicians	Alberta	1	0	0.0 %	23.0 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	Ontario	8	0	0.0 %	22.7 %	2	-2	Ontario
2232 : Mechanical engineering technologists and technicians	British Columbia	11	3	27.3 %	20.1 %	2	1	British Columbia
2234 : Construction estimators	Ontario	9	8	88.9 %	17.4 %	2	6	Ontario
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	2	0	0.0 %	29.5 %	1	-1	British Columbia
2242 : Electronic service technicians (household and business equipment)	British Columbia	2	0	0.0 %	32.8 %	1	-1	British Columbia
2242 : Electronic service technicians (household and business equipment)	Ontario	1	0	0.0 %	29.3 %	0	0	Ontario
2253 : Drafting technologists and technicians	Ontario	1	1	100.0 %	30.2 %	0	1	Ontario
2264 : Construction inspectors	Ontario	5	0	0.0 %	13.9 %	1	-1	Ontario
2282 : User support technicians	Ontario	4	1	25.0 %	35.9 %	1	0	Ontario
<b>05 : Supervisors</b>		10	4	40.0 %	33.7 %	3	1	





Workplace Equity Information Management System - Carillion Canada Inc.

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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	Ont. less CMAs	1	0	0.0 %	1.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	7	4	57.1 %	45.8 %	3	1	Toronto
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	0.0 %	0	0	Y.T.
<b>06 : Supervisors: Crafts and Trades</b>		14	3	21.4 %	14.0 %	2	1	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario	1	0	0.0 %	17.1 %	0	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	1	0	0.0 %	18.5 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	11	3	27.3 %	13.3 %	1	2	Ontario
7214 : NOC 2006 - Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	British Columbia	1	0	0.0 %	13.9 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		42	10	23.8 %	22.7 %	10	0	
Employment Equity Occupational Group	Alta. less CMAs	8	0	0.0 %	3.4 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	5.5 %	0	0	Barrie
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	13.4 %	0	1	Edmonton
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	8.2 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	9.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Thunder Bay	1	0	0.0 %	2.3 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	21	8	38.1 %	37.3 %	8	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	35.3 %	1	-1	Vancouver
Employment Equity Occupational Group	Windsor	2	1	50.0 %	9.9 %	0	1	Windsor
<b>08 : Skilled Sales and Service Personnel</b>		3	0	0.0 %	25.1 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Ontario	1	0	0.0 %	20.8 %	0	0	Ontario
6222 : Retail and wholesale buyers	Ontario	2	0	0.0 %	27.3 %	1	-1	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		6	0	0.0 %	13.1 %	1	-1	



Workplace Equity Information Management System - Carillion Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-10-24

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
			#	%	%	#		
7241 : Electricians (except industrial and power system)	British Columbia	1	0	0.0 %	14.3 %	0	0	British Columbia
7251 : Plumbers	Ontario	1	0	0.0 %	9.9 %	0	0	Ontario
7253 : Gas fitters	British Columbia	2	0	0.0 %	8.8 %	0	0	British Columbia
7294 : Painters and decorators (except interior decorators)	Ontario	2	0	0.0 %	18.3 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		25	10	40.0 %	37.1 %	9	1	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	4.2 %	0	1	Alta. less CMAs
Employment Equity Occupational Group	Ont. less CMAs	3	1	33.3 %	1.7 %	0	1	Ont. less CMAs
Employment Equity Occupational Group	Peterborough	1	0	0.0 %	2.2 %	0	0	Peterborough
Employment Equity Occupational Group	Toronto	18	8	44.4 %	48.1 %	9	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	42.3 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	8.6 %	0	0	Victoria
<b>11 : Intermediate Sales and Service Personnel</b>		8	4	50.0 %	48.8 %	4	0	
Employment Equity Occupational Group	Toronto	7	3	42.9 %	48.9 %	3	0	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	47.5 %	0	1	Vancouver
<b>13 : Other Sales and Service Personnel</b>		5	0	0.0 %	13.3 %	1	-1	
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	2.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	55.9 %	1	-1	Vancouver
<b>14 : Other Manual Workers</b>		1	1	100.0 %	47.6 %	0	1	
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	47.6 %	0	1	Vancouver
<b>Total</b>		326	66	20.2 %	20.4 %	66	0	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Carillion Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-10-24

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	151	8	5.3 %	4.3 %	6	2	National
03 : Professionals	National	17	0	0.0 %	3.8 %	1	-1	National
04 : Semi-Professionals and Technicians	National	44	1	2.3 %	4.6 %	2	-1	National
05 : Supervisors	National	10	1	10.0 %	13.9 %	1	0	National
06 : Supervisors: Crafts and Trades	National	14	1	7.1 %	7.8 %	1	0	National
07 : Administrative and Senior Clerical Personnel	National	42	2	4.8 %	3.4 %	1	1	National
08 : Skilled Sales and Service Personnel	National	3	0	0.0 %	3.5 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	6	0	0.0 %	3.8 %	0	0	National
10 : Clerical Personnel	National	25	1	4.0 %	7.0 %	2	-1	National
11 : Intermediate Sales and Service Personnel	National	8	0	0.0 %	5.6 %	0	0	National
13 : Other Sales and Service Personnel	National	5	1	20.0 %	6.3 %	0	1	National
14 : Other Manual Workers	National	1	0	0.0 %	5.3 %	0	0	National
<b>Total</b>		<b>326</b>	<b>15</b>	<b>4.6 %</b>	<b>4.9 %</b>	<b>14</b>	<b>1</b>	

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: 2017-10-24

### 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
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2017-10-24

### 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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - Carillion Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-24

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	23	4	17.4 %	27.4 %	6	-2
02 : Middle and Other Managers	128	31	24.2 %	38.9 %	50	-19
03 : Professionals	17	6	35.3 %	41.6 %	7	-1
04 : Semi-Professionals and Technicians	44	4	9.1 %	12.5 %	6	-2
05 : Supervisors	10	5	50.0 %	53.9 %	5	0
06 : Supervisors: Crafts and Trades	14	1	7.1 %	8.4 %	1	0
07 : Administrative and Senior Clerical Personnel	42	30	71.4 %	82.9 %	35	-5
08 : Skilled Sales and Service Personnel	3	3	100.0 %	48.6 %	1	2
09 : Skilled Crafts and Trades Workers	6	0	0.0 %	6.0 %	0	0
10 : Clerical Personnel	25	14	56.0 %	67.2 %	17	-3
11 : Intermediate Sales and Service Personnel	8	4	50.0 %	63.9 %	5	-1
13 : Other Sales and Service Personnel	5	0	0.0 %	61.0 %	3	-3
14 : Other Manual Workers	1	0	0.0 %	30.1 %	0	0
<b>Total</b>	<b>326</b>	<b>102</b>	<b>31.3 %</b>	<b>42.1 %</b>	<b>136</b>	<b>-34</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Carillion Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-24

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	23	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	128	0	0.0 %	2.2 %	3	-3
03 : Professionals	17	0	0.0 %	1.5 %	0	0
04 : Semi-Professionals and Technicians	44	0	0.0 %	2.5 %	1	-1
05 : Supervisors	10	1	10.0 %	2.0 %	0	1
06 : Supervisors: Crafts and Trades	14	2	14.3 %	3.2 %	0	2
07 : Administrative and Senior Clerical Personnel	42	1	2.4 %	2.4 %	1	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	1.3 %	0	0
09 : Skilled Crafts and Trades Workers	6	0	0.0 %	3.1 %	0	0
10 : Clerical Personnel	25	0	0.0 %	1.8 %	0	0
11 : Intermediate Sales and Service Personnel	8	0	0.0 %	0.9 %	0	0
13 : Other Sales and Service Personnel	5	1	20.0 %	6.0 %	0	1
14 : Other Manual Workers	1	0	0.0 %	3.2 %	0	0
<b>Total</b>	<b>326</b>	<b>5</b>	<b>1.5 %</b>	<b>2.3 %</b>	<b>6</b>	<b>-1</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Carillion Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-24

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	23	1	4.3 %	10.1 %	2	-1
02 : Middle and Other Managers	128	17	13.3 %	15.0 %	19	-2
03 : Professionals	17	3	17.6 %	25.9 %	4	-1
04 : Semi-Professionals and Technicians	44	13	29.5 %	22.3 %	10	3
05 : Supervisors	10	4	40.0 %	33.7 %	3	1
06 : Supervisors: Crafts and Trades	14	3	21.4 %	14.0 %	2	1
07 : Administrative and Senior Clerical Personnel	42	10	23.8 %	22.7 %	10	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	25.1 %	1	-1
09 : Skilled Crafts and Trades Workers	6	0	0.0 %	13.1 %	1	-1
10 : Clerical Personnel	25	10	40.0 %	37.1 %	9	1
11 : Intermediate Sales and Service Personnel	8	4	50.0 %	48.8 %	4	0
13 : Other Sales and Service Personnel	5	0	0.0 %	13.3 %	1	-1
14 : Other Manual Workers	1	1	100.0 %	47.6 %	0	1
<b>Total</b>	<b>326</b>	<b>66</b>	<b>20.2 %</b>	<b>20.4 %</b>	<b>66</b>	<b>0</b>

Total may not equal sum of components due to rounding.





Workplace Equity Information Management System - Carillion Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-24

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	151	8	5.3 %	4.3 %	6	2
03 : Professionals	17	0	0.0 %	3.8 %	1	-1
04 : Semi-Professionals and Technicians	44	1	2.3 %	4.6 %	2	-1
05 : Supervisors	10	1	10.0 %	13.9 %	1	0
06 : Supervisors: Crafts and Trades	14	1	7.1 %	7.8 %	1	0
07 : Administrative and Senior Clerical Personnel	42	2	4.8 %	3.4 %	1	1
08 : Skilled Sales and Service Personnel	3	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	6	0	0.0 %	3.8 %	0	0
10 : Clerical Personnel	25	1	4.0 %	7.0 %	2	-1
11 : Intermediate Sales and Service Personnel	8	0	0.0 %	5.6 %	0	0
13 : Other Sales and Service Personnel	5	1	20.0 %	6.3 %	0	1
14 : Other Manual Workers	1	0	0.0 %	5.3 %	0	0
<b>Total</b>	<b>326</b>	<b>15</b>	<b>4.6 %</b>	<b>4.9 %</b>	<b>14</b>	<b>1</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-10-24

### 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
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2017-10-24

### 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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

**Short-term Goal Setting Tool**  
**Carillion Canada Inc.**  
**15-Oct-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) + (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/15	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018 - 2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		%	#	%	#			%	#		%	#					
Senior Managers	23	-10.1%	-7	4.4%	3	3	4	4.4%	1	1	1	27.4%	27.4%	-2	0	17.4%	25.0%
Middle & Other Managers	128	-12.5%	-48	3.1%	12	12	31	3.1%	3	3	5	38.9%	38.9%	-19	2	24.2%	41.3%
Professionals	17	-9.8%	-5	7.8%	4	4	6	7.8%	1	0	2	41.6%	41.6%	-1	2	35.3%	58.3%
Semi-Professionals & Technicians	44	-10.6%	-14	3.8%	5	5	4	3.8%	0	0	1	12.5%	12.5%	-2	1	9.1%	16.7%
Other Sales & Service Personnel	5	-6.7%	-1	6.7%	1	1	0	6.7%	0	2	1	61.0%	61.0%	-3	-1	0.0%	25.0%

**Short-term Goal Setting Tool**  
**Carillion Canada Inc.**  
**15-Oct-17**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/15	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	ABORIGINAL PEOPLES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018 - 2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		Annually	Over 3 Years					
#	%	#	%	#	#	#	%	%	#	#	%	#	#	%	%		
Senior Managers	23	-10.1%	-7	4.4%	3	3	0	4.4%	0	1	1	33.3%	2.9%	-1	1	0.0%	6.3%
Middle & Other Managers	128	-12.5%	-48	3.1%	12	12	0	3.1%	0	2	1	8.3%	2.2%	-3	-1	0.0%	1.3%
Semi-Professionals & Technicians	44	-10.6%	-14	3.8%	5	5	0	3.8%	0	1	1	10.0%	2.5%	-1	0	0.0%	3.3%

**Short-term Goal Setting Tool**  
**Carillion Canada Inc.**  
**15-Oct-17**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>
	Data entry from from Workforce Analysis	Data entry	$B \times C \times 3$	Data entry	$B \times E \times 3$	$D + F$	Data entry from from Workforce Analysis	Equivalent to E	$H \times I \times 3$	$(D \times N) - O + J$	$G \times M$	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	$(H - J + L) - ((B + D) \times N)$	$H \div B$	$(H - J + L) \div (B + D)$

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/15	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018 - 2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
#	%	#	%	#	%	#	#	%	%	#	%	%	#	#	%	%	
Professionals	17	-9.8%	-5	7.8%	4	4	0	7.8%	0	1	1	25.0%	3.8%	-1	1	0.0%	8.3%
Semi-Professionals & Technicians	44	-10.6%	-14	3.8%	5	5	1	3.8%	0	0	1	20.0%	4.6%	-1	1	2.3%	6.7%
Clerical Personnel	25	-10.7%	-8	4.0%	3	3	1	4.0%	0	0	1	33.3%	7.0%	-1	1	4.0%	11.8%

**Short-term Goal Setting Tool**  
**Carillion Canada Inc.**  
**15-Oct-17**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/15	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018 - 2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		Annually	Over 3 Years					
#	%	#	%	#	%	#	#	%	%	#	%	%	#	#	%	%	
Senior Managers	23	-10.1%	-7	4.4%	3	3	1	4.4%	0	0	1	16.7%	10.1%	-1	0	4.3%	12.5%
Middle & Other Managers	128	-12.5%	-48	3.1%	12	12	17	3.1%	2	-3	2	15.0%	15.0%	-2	5	13.3%	21.3%
Professionals	17	-9.8%	-5	7.8%	4	4	3	7.8%	1	1	1	25.9%	25.9%	-1	0	17.6%	25.0%
Skilled Sales & Service Personnel	3	-11.1%	-1	0.0%	0	0	0	0.0%	0	1	0	25.1%	25.1%	-1	-1	0.0%	0.0%
Skilled Crafts & Trades Workers	6	-11.1%	-2	11.1%	2	2	0	11.1%	0	1	1	25.0%	13.1%	-1	0	0.0%	25.0%
Other Sales & Service Personnel	5	-6.7%	-1	6.7%	1	1	0	6.7%	0	1	1	50.0%	13.3%	-1	0	0.0%	25.0%

<b>Summary of Goals</b>
<b>Carillion Canada Inc.</b>
<b>October 15, 2017</b>

**Women**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
01	Senior Managers	-2	27.4%	27.4%	
02	Middle & Other Managers	-19	38.9%	38.9%	
03	Professionals	-1	41.6%	41.6%	
04	Semi-Professionals & Technicians	-2	12.5%	12.5%	
13	Other Sales & Service Personnel	-3	50.0%	50.0%	

**Aboriginal Peoples**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
01	Senior Managers	-1	2.9%	2.9%	
02	Middle & Other Managers	-3	2.2%	2.2%	
04	Semi-Professionals & Technicians	-1	2.5%	2.5%	

**Persons with Disabilities**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
03	Professionals	-1	3.8%	3.8%	
04	Semi-Professionals & Technicians	-1	4.6%	4.6%	
10	Clerical Personnel	-1	7.0%	7.0%	

**Members of Visible Minorities**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
01	Senior Managers	-1	16.7%	10.1%	
02	Middle & Other Managers	-2	15.0%	15.0%	
03	Professionals	-1	25.9%	25.9%	
08	Skilled Sales & Service Personnel	-1	25.1%	25.1%	
09	Skilled Crafts & Trades Workers	-1	25.0%	13.1%	
13	Other Sales & Service Personnel	-1	25.0%	13.3%	



## Carillion Canada Inc.

### Numerical Analysis: Women

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Utilization Rate	#	%		
01	Senior Managers	4	-2	66.7%	1	27.4%	2020	TBD
02	Middle & Other Managers	31	-19	62.0%	5	38.9%	2020	TBD
03	Professionals	6	-1	85.7%	2	41.6%	2020	TBD
04	Semi-Professionals & Technicians	4	-2	66.7%	1	12.5%	2020	TBD
14	Other Sales & Service Personnel	0	-3	0.0%	1	61.0%	2020	TBD

### Numerical Analysis: Aboriginal Peoples

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Utilization Rate	#	%		
01	Senior Managers	0	-1	0.0%	1	33.3%	2020	TBD
02	Middle & Other Managers	0	-3	0.0%	1	8.3%	2020	TBD
03	Semi-Professionals & Technicians	0	-1	0.0%	1	10.0%	2020	

## Numerical Analysis: Visible Minorities

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Utilization Rate	#	%		
01	Senior Managers	4	-2	50.0%	1	27.4%	2020	TBD
02	Middle & Other Mangers	31	-19	89.5%	5	38.9%	2020	TBD
03	Professionals	6	-1	75.0%	2	41.6%	2020	TBD
09	Skilled Crafts & Trades Workers	4	-2	0.0%	1	12.5%	2020	TBD
13	Other Sales & Service Personnel	0	-3	0.0%	1	61.0%	2020	TBD

## Numerical Analysis: Persons with Disabilities

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Utilization Rate	#	%		
03	Professionals	0	-1	0.0%	1	25.0%	2020	TBD
04	Semi-Professionals & Technicians	1	-1	50.0%	1	20.0%	2020	TBD
10	Clerical Personnel	1	-1	50.0%	1	33.3%	2020	TBD

**Carillion Canada Inc.**

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**CARILLION EMPLOYMENT EQUITY SURVEY.**

Information from this questionnaire and other analytical data will allow Carillion Canada to identify and remove barriers to the attraction, retention and advancement of our employees. Answering the self-identification questions is voluntary and the information you provide is confidential and can be changed at any time. You may self-identify as being a member of more than one designated group.

We want to be sure that we have heard from all employees. Whether or not, you answer the self-identification questions, it is mandatory that you return the survey. Enter your name by completing Question 1 and return the survey questionnaire. We strongly encourage you to complete the whole survey to help ensure the success of Carillion’s employment equity program.

Only those duly authorized within the Human Resources function at Carillion Canada will have access to your information, and it will be used for employment equity purposes only. Please note that an employee’s manager cannot access or view this information.

Going forward only your employee number will be used as your unique identifier.

Based on the definitions below, please complete the questionnaire. Thank you for counting yourself in!

**1. Employee Name**

First Name

Family Name

**2. Persons with disabilities** are those that have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment. This also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Examples of disabilities include, but are not limited to:

**Coordination or Dexterity**

- Difficulty using hands or arms, such as grasping objects or using a keyboard

**Mobility**

- Difficulty moving around from one office to another, walking long distances or using stairs

**Blind or Visually Impaired**

- Unable to see or difficulty seeing, glaucoma, but do not include yourself if you can see well with glasses or contact lenses

**Speech**

- Difficulty speaking or being understood

### Hearing

- Unable to hear or difficulty hearing

### Other Disabilities

- Learning, developmental and other types of disabilities

Based on this definition are you a person with a disability?

- Yes  
 No

**3. An Indigenous person** is a North American Indian, Métis, or Inuit and/or a Treaty Indian or a Registered Indian and/or member of an Indian Band/First Nation.

Based on this definition, are you an Indigenous person?

- Yes  
 No

**4. Members of visible minorities** are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of birthplace.

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

- Black (regardless of where you were born including Canada, Jamaica, Trinidad, Somalia, Nigeria, Europe, etc.)
- Non-white Latin American (including indigenous persons from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/ East Indian (e.g., Indian, Pakistani, Bangladeshi, East Indians from Guyana, Trinidad, East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- Persons of Mixed Origin (e.g., with one parent in one of the visible minority groups listed above)

Based on this definition, are you a member of a visible minority group?

- Yes  
 No

Please place the completed questionnaire in the pre-addressed envelope: seal and return to:  
Employment Matters Consulting, 1369 Chalfield Drive, Oakville, ON L6J 6R6

THANK YOU!

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** Carillion Canada Inc.

**Primary Location:** Concord (Ontario)

**Number of Employees:** 326

- Ontario: 253
- British Columbia: 35
- Alberta: 35
- Saskatchewan: 1
- Yukon: 1
- Northwest Territories: 1
- 

**Organization Overview:**

5612 – Facilities Support Services

Carillion delivers integrated facilities management, workforce accommodations and forestry services. Carillion provides, maintains and protects approximately 40,000 kilometres of highways across Ontario and Alberta. The organisation is also present in energy transmission and distribution and construction.

*Note: Submission received on a voluntary basis.*

**Key Dates – First Year Assessment**

Initiated: 2018-04-19

Received: 2018-03-30

Workforce Analysis: 2017-10-24

**COLLECTION OF WORKFORCE INFORMATION**

	#	%
Number of employees the questionnaire was sent to:	326	100
Number of questionnaires returned:	261	80
Number of completed questionnaires returned:	256	78

- 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.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

- The accompanying documentation indicates that the questionnaire is available in alternate formats for those who require it.
- The information on gender is not included but it is obtained from personnel records.

**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.

Observations:

**SUMMARY OF GOALS****Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	%	%	%	%
01	Senior Managers	-2	27.4	27.4	17.4	27.4
02	Middle & Other Managers	-19	38.9	38.9	24.2	38.9
03	Professionals	-1	41.6	41.6	35.3	41.6
04	Semi-Professionals & Technicians	-2	12.5	12.5	90.1	12.5
13	Other Sales & Service Personnel	-3	50.0	50.0	0.0	61.0

**Observations:**

The workforce analysis revealed gaps in EEOGs 07, 10 and 11 and the current representation is respectively 71.4 %, 56.4 % and 50.0 %. Setting of Goals is therefore not required in those EEOGS.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	%	%	%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-3	2.2	2.2	0.0	2.2
04	Semi-Professionals & Technicians	-1	2.5	2.5	0.0	2.5

**Observations:**

**Members of Visible Minorities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	16.7	10.1	4.3	10.1
02	Middle & Other Managers	-2	15.0	15.0	13.3	15.0
03	Professionals	-1	25.9	25.9	17.6	17.6
08	Skilled Sales & Service Personnel	-1	25.1	25.1	0.0	25.1
09	Skilled Crafts & Trades Workers	-1	25.0	13.1	0.0	13.1
13	Other Sales & Service Personnel	-1	25.0	13.3	0.0	13.3

Observations:

**Person with Disabilities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
03	Professionals	-1	3.8	3.8	0.0	3.8
04	Semi-Professionals & Technicians	-1	4.6	4.6	2.3	4.6
10	Clerical Personnel	-1	7.0	7.0	4.0	7.0

Observations:



**RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- We note that many short-term goals were set at levels well above labour market availability in some Employment Equity Occupational Groups (EEOG) for members of visible minorities. We would recommend that these be lowered to ensure goals remain attainable, to be cognizant of the effects of the goals on non-designated group members, and to ensure they do not force the hiring and/or promotion of persons who do not meet the essential qualifications for the work to be performed.

**Name of Analyst: Maurice Yakibonge**

**Date: 29-07-2018**



## Nyirasafari, Ange AN [NC]

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**From:** Yakibonge, Maurice [NC] on behalf of EE-EME  
**Sent:** September 21, 2018 9:04 AM  
**To:** 'twallace@carillion.ca'  
**Cc:** 'khamilton@carillion.ca'; 'Keith Jeffers'  
**Subject:** Government of Canada Agreement Number: 10000503 – Notification of Compliance with the Federal Contractors Program

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

Dear Tracey Wallace:

I am writing to inform you that the compliance assessment initiated on April 19, 2018 has been completed. As a result of the assessment, Carillion Canada Inc. 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 Carillion Canada Inc.'s employment equity program.

- We note that many short-term goals were set at levels well above labour market availability in some Employment Equity Occupational Groups (EEOG) for members of visible minorities. We would recommend that these be lowered to ensure goals remain attainable, to be cognizant of the effects of the goals on non-designated group members, and to ensure they do not force the hiring and/or promotion of persons who do not meet the essential qualifications for the work to be performed.

### Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on April 19, 2021. 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 Carillion Canada Inc. 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; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

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

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are 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](mailto:maurice.yakibonge@labour-travail.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Carillion Canada Inc. 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](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)** en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!