Labour Program Federal Contractors Program

PROTECTED	WHEN	COMPLETED	•
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Agreement to Implement Employment Equity

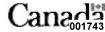
New Agreement	(All sections r	nust be complet	ted)		
Revised Agreement					
	ORG/	ANIZATION	*		
Legal Name of Organization	W14.60		Parent company	y is located outside	Canada
DST GNSULTING E	NOMEERS	INC.		Yes	No
Operating Name (if different from Legal Name	of Organization)		Dueleses Num	hav	
				employees in Can I-Time and/or Part-	
Organization's North American Industry Class To find your organization's four-digit NAICS or http://www.statcan.gc.ca/subjects-sujets/stand	de please visit:		Federally Provincial	Regulated	inne)
	HEA	D OFFICE			
Address (building number, street, suite, etc.)		City. THUNDER		Province	Postal Code P78 SVS
605 HEWITSON ST		Telephone Number		523-2	
	EMDI OVMENT	EQUITY CONTA		d gloca suid	
Name (print)		Tille		1	~>
JOANNE FOUS Telephone Number	S ごA U E-mail Address	MANAGE	KOFT		350 42 455
613-247-2409	N	dstaroup	, com	English	ge of Correspondence French
		IFICATION			
Supply Arrangement, valued at \$1,000 hereby certifies its commitment to implem instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/eng Important note: If an audit of the Agreem the procurement instrument(s) with the Go	ent or maintain employmer ontractors Program require nabour/equality/fcp/index. ent to Implement Employn	nt equity on an on-ç ements. For more in shtml : nent Equity uncove	nformation on h	ow to implement	employment equity
NOTE: The signatory must be the Chief I		VATORY	an everutive n	neition with lagal	outhoriby to sign a
contract on behalf of the organize	ation.		an executive pr	osidon with legal	authority to sign a
	VELINE	Title CEO			
Telephone Number	E-mail Address	1			age of Correspondence
Signatur	Langline a	4574704-	,.(0/~	Englisi	h
a, g. i.a. i.i.		Date (YYYY-MM-DD	, 12-21		
Privacy		<u> </u>		\	
The information you provide on this form is colli Contractors Program (FCP).	ected under the authority of se	ection 42 of the Emplo	yment Equity Ac	t to determine your	eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal gov	o provide personal information remment goods or services co	n will result in the orga ontracts of any value a	inization's name and may also resi	being placed on the ult in the terminatio	FCP Limited Eligibility not the contract.
The information you provide may be used and/odisclosures of your personal information will ne	or disclosed for notice analysis	rocoarch and/or our	hintian numaaaa		
Your personal information is administered in ac your personal information, which is described ir government publication entitled Info Source, wh accessed online at any Service Canada Centre	i reisonal information bank b ich is available at the followin				
	RETURN IN	ISTRUCTIONS			
IMPORTANT					
The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.ac.	t Employment Equity for	m must be sent to	the Labour P	rogram by	

Workforce Analysis - Detailed Report

Date: 2018-08-16

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	3	0	0.0 %	27.4 %	1	-1	National
02 : Middle and Other Managers	National	37	7	18.9 %	38.9 %	14	-7	National
03 : Professionals		29	11	37.9 %	29.9 %	9	2	
1123 : Professional occupations in advertising, marketing and public relations	Thunder Bay	1	1	100.0 %	63.0 %	1	0	Thunder Bay
2113 : Geoscientists and oceanographers	Ottawa - Gatineau	2	0	0.0 %	34.1 %	1	-1	Ottawa - Gatineau
2113 : Geoscientists and oceanographers	Thunder Bay	2	2	100.0 %	31.3 %	1	1	Thunder Bay
2121 : Biologists and related scientists	Greater Sudbury	2	1	50.0 %	62.5 %	1	0	Greater Sudbury
2121 : Biologists and related scientists	Kitchener - Cambridge - Waterloo	1	1	100.0 %	50.0 %	1	0	Kitchener - Cambridge
2121 : Biologists and related scientists	Ottawa - Gatineau	2	0	0.0 %	55.3 %	1	-1	Ottawa - Gatineau
2121 : Biologists and related scientists	Thunder Bay	2	1	50.0 %	22.2 %	0	1	Thunder Bay
2121 : Biologists and related scientists	Toronto	2	1	50.0 %	51.5 %	1	0	Toronto
2121 : Biologists and related scientists	Vancouver	1	0	0.0 %	48.1 %	0	0	Vancouver
2131 : Civil engineers	Greater Sudbury	2	1	50.0 %	22.0 %	0	1	Greater Sudbury
2131 : Civil engineers	Ottawa - Gatineau	5	1	20.0 %	18.3 %	1	0	Ottawa - Gatineau
2131 : Civil engineers	Thunder Bay	3	1	33.3 %	0.0 %	0	1	Thunder Bay
2131 : Civil engineers	Toronto	3	0	0.0 %	14.3 %	0	0	Toronto
2131 : Civil engineers	Vancouver	1	1	100.0 %	13.8 %	0	1	Vancouver
04 : Semi-Professionals and Technicians		58	14	24.1 %	24.7 %	14	0	
2221 : Biological technologists and technicians	B.C. less CMAs	1	0	0.0 %	52.7 %	1	-1	B.C. less CMAs
2221 : Biological technologists and technicians	Edmonton	1	0	0.0 %	61.9 %	1	-1	Edmonton
2221 : Biological technologists and technicians	Kitchener - Cambridge - Waterloo	2	1	50.0 %	50.0 %	1	0	Kitchener - Cambridge
2221 : Biological technologists and technicians	Ottawa - Gatineau	6	1	16.7 %	58.8 %	4	-3	Ottawa - Gatineau
2221 : Biological technologists and technicians	Thunder Bay	2	1	50.0 %	0.0 %	0	1	Thunder Bay
2221 : Biological technologists and technicians	Vancouver	4	2	50.0 %	53.3 %	2	0	Vancouver



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Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
2231 : Civil engineering technologists and technicians	B.C. less CMAs	1	0	0.0 %	52.7 %	1	-1	B.C. less CMAs
2231 : Civil engineering technologists and technicians	Greater Sudbury	5	3	60.0 %	0.0 %	0	3	Greater Sudbury
2231 : Civil engineering technologists and technicians	Kitchener - Cambridge - Waterloo	5	0	0.0 %	14.1 %	1	-1	Kitchener - Cambridge
2231 : Civil engineering technologists and technicians	Ont. less CMAs	6	2	33.3 %	52.7 %	3	-1	Ont. less CMAs
2231 : Civil engineering technologists and technicians	Ottawa - Gatineau	10	2	20.0 %	11.3 %	1	1	Ottawa - Gatineau
2231 : Civil engineering technologists and technicians	Thunder Bay	12	2	16.7 %	0.0 %	0	2	Thunder Bay
2231 : Civil engineering technologists and technicians	Toronto	2	0	0.0 %	22.3 %	0	0	Toronto
2261 : Non-destructive testers and inspection technicians	B.C. less CMAs	1	0	0.0 %	52.7 %	1	-1	B.C. less CMAs
07 : Administrative and Senior Clerical Personnel		3	3	100.0 %	77.2 %	2	1	
Employment Equity Occupational Group	Ottawa - Gatineau	3	3	100.0 %	77.2 %	2	1	Ottawa - Gatineau
10 : Clerical Personnel		10	9	90.0 %	70.0 %	7	2	
Employment Equity Occupational Group	Greater Sudbury	1	1	100.0 %	70.9 %	1	0	Greater Sudbury
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	1	100.0 %	67.9 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	72.4 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	4	100.0 %	65.8 %	3	1	Ottawa - Gatineau
Employment Equity Occupational Group	Thunder Bay	3	2	66.7 %	75.1 %	2	0	Thunder Bay
14 : Other Manual Workers		1	1	100.0 %	10.9 %	0	1	
Employment Equity Occupational Group	Greater Sudbury	1	1	100.0 %	10.9 %	0	1	Greater Sudbury
Total		141	45	31.9 %	33.8 %	47	-2	

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: 2018-08-16

Aboriginal Peoples

				Aborig	jinal Peoples	i		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	3	1	33.3 %	2.9 %	0	1	National
02 : Middle and Other Managers	National	37	1	2.7 %	2.2 %	1	0	National
03 : Professionals		29	0	0.0 %	0.4 %	0	0	
1123 : Professional occupations in advertising, marketing and public relations	Thunder Bay	1	0	0.0 %	0.0 %	0	0	Thunder Bay
2113 : Geoscientists and oceanographers	Ottawa - Gatineau	2	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
2113 : Geoscientists and oceanographers	Thunder Bay	2	0	0.0 %	0.0 %	0	0	Thunder Bay
2121 : Biologists and related scientists	Greater Sudbury	2	0	0.0 %	0.0 %	0	0	Greater Sudbury
2121 : Biologists and related scientists	Kitchener - Cambridge - Waterloo	1	0	0.0 %	0.0 %	0	0	Kitchener - Cambridge
2121 : Biologists and related scientists	Ottawa - Gatineau	2	0	0.0 %	2.0 %	0	0	Ottawa - Gatineau
2121 : Biologists and related scientists	Thunder Bay	2	0	0.0 %	0.0 %	0	0	Thunder Bay
2121 : Biologists and related scientists	Toronto	2	0	0.0 %	0.0 %	0	0	Toronto
2121 : Biologists and related scientists	Vancouver	1	0	0.0 %	1.2 %	0	0	Vancouver
2131 : Civil engineers	Greater Sudbury	2	0	0.0 %	0.0 %	0	0	Greater Sudbury
2131 : Civil engineers	Ottawa - Gatineau	5	0	0.0 %	1.2 %	0	0	Ottawa - Gatineau
2131 : Civil engineers	Thunder Bay	3	0	0.0 %	0.0 %	0	0	Thunder Bay
2131 : Civil engineers	Toronto	3	0	0.0 %	0.2 %	0	0	Toronto
2131 : Civil engineers	Vancouver	1	0	0.0 %	0.5 %	0	0	Vancouver
04 : Semi-Professionals and Technicians		58	4	6.9 %	1.2 %	1	3	
2221 : Biological technologists and technicians	B.C. less CMAs	1	0	0.0 %	9.6 %	0	0	B.C. less CMAs
2221 : Biological technologists and technicians	Edmonton	1	0	0.0 %	0.0 %	0	0	Edmonton
2221 : Biological technologists and technicians	Kitchener - Cambridge - Waterloo	2	0	0.0 %	0.0 %	0	0	Kitchener - Cambridge
2221 : Biological technologists and technicians	Ottawa - Gatineau	6	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
2221 : Biological technologists and technicians	Thunder Bay	2	1	50.0 %	0.0 %	0	1	Thunder Bay
2221 : Biological technologists and technicians	Vancouver	4	0	0.0 %	1.8 %	0	0	Vancouver



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Aboriginal Peoples

				Abori	ginal Peoples	;		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2231 : Civil engineering technologists and technicians	B.C. less CMAs	1	0	0.0 %	9.6 %	0	0	B.C. less CMAs
2231 : Civil engineering technologists and technicians	Greater Sudbury	5	0	0.0 %	0.0 %	0	0	Greater Sudbury
2231 : Civil engineering technologists and technicians	Kitchener - Cambridge - Waterloo	5	0	0.0 %	0.0 %	0	0	Kitchener - Cambridge
2231 : Civil engineering technologists and technicians	Ont. less CMAs	6	1	16.7 %	5.8 %	0	1	Ont. less CMAs
2231 : Civil engineering technologists and technicians	Ottawa - Gatineau	10	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
2231 : Civil engineering technologists and technicians	Thunder Bay	12	2	16.7 %	0.0 %	0	2	Thunder Bay
2231 : Civil engineering technologists and technicians	Toronto	2	0	0.0 %	0.0 %	0	0	Toronto
2261 : Non-destructive testers and inspection technicians	B.C. less CMAs	1	0	0.0 %	9.6 %	0	0	B.C. less CMAs
07 : Administrative and Senior Clerical Personnel		3	0	0.0 %	3.2 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
10 : Clerical Personnel		10	1	10.0 %	4.7 %	0	1	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	7.4 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Thunder Bay	3	1	33.3 %	7.5 %	0	1	Thunder Bay
14 : Other Manual Workers		1	0	0.0 %	12.3 %	0	0	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	12.3 %	0	0	Greater Sudbury
Total		141	7	5.0 %	1.7 %	2	5	

Total may not equal sum of components due to rounding.

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

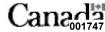


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Members of Visible Minorities

				Members o	f Visible Mind	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	3	1	33.3 %	10.1 %	0	1	National
02 : Middle and Other Managers	National	37	8	21.6 %	15.0 %	6	2	National
03 : Professionals		29	8	27.6 %	20.7 %	6	2	
1123 : Professional occupations in advertising, marketing and public relations	Thunder Bay	1	0	0.0 %	0.0 %	0	0	Thunder Bay
2113 : Geoscientists and oceanographers	Ottawa - Gatineau	2	0	0.0 %	15.9 %	0	0	Ottawa - Gatineau
2113 : Geoscientists and oceanographers	Thunder Bay	2	0	0.0 %	0.0 %	0	0	Thunder Bay
2121 : Biologists and related scientists	Greater Sudbury	2	0	0.0 %	0.0 %	0	0	Greater Sudbury
2121 : Biologists and related scientists	Kitchener - Cambridge - Waterloo	1	0	0.0 %	19.2 %	0	0	Kitchener - Cambridge
2121 : Biologists and related scientists	Ottawa - Gatineau	2	0	0.0 %	22.5 %	0	0	Ottawa - Gatineau
2121 : Biologists and related scientists	Thunder Bay	2	1	50.0 %	0.0 %	0	1	Thunder Bay
2121 : Biologists and related scientists	Toronto	2	2	100.0 %	43.7 %	1	1	Toronto
2121 : Biologists and related scientists	Vancouver	1	0	0.0 %	26.1 %	0	0	Vancouver
2131 : Civil engineers	Greater Sudbury	2	1	50.0 %	8.0 %	0	1	Greater Sudbury
2131 : Civil engineers	Ottawa - Gatineau	5	3	60.0 %	22.8 %	1	2	Ottawa - Gatineau
2131 : Civil engineers	Thunder Bay	3	0	0.0 %	25.7 %	1	-1	Thunder Bay
2131 : Civil engineers	Toronto	3	1	33.3 %	48.8 %	1	0	Toronto
2131 : Civil engineers	Vancouver	1	0	0.0 %	37.9 %	0	0	Vancouver
04 : Semi-Professionals and Technicians		58	14	24.1 %	13.3 %	8	6	
2221 : Biological technologists and technicians	B.C. less CMAs	1	1	100.0 %	4.0 %	0	1	B.C. less CMAs
2221 : Biological technologists and technicians	Edmonton	1	0	0.0 %	23.8 %	0	0	Edmonton
2221 : Biological technologists and technicians	Kitchener - Cambridge - Waterloo	2	0	0.0 %	31.8 %	1	-1	Kitchener - Cambridge
2221 : Biological technologists and technicians	Ottawa - Gatineau	6	2	33.3 %	22.5 %	1	1	Ottawa - Gatineau
2221 : Biological technologists and technicians	Thunder Bay	2	0	0.0 %	0.0 %	0	0	Thunder Bay
2221 : Biological technologists and technicians	Vancouver	4	3	75.0 %	51.5 %	2	1	Vancouver



Workforce Analysis - Detailed Report

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Members of Visible Minorities

Franks where Franks Opening than 1 Commit	Internal Location	All Fundamen			of Visible Mine		C	Doorwite and Avec
Employment Equity Occupational Group	internal Location	All Employees #	#	sentation %	%	lability #	Gap # 0 B.C. less CMAs 0 Greater Sudbury 0 Kitchener - Cambridge 2 Ont. less CMAs 3 Ottawa - Gatineau 1 Thunder Bay -1 Toronto 0 B.C. less CMAs 0 0 Ottawa - Gatineau -1 0 Greater Sudbury 0 Kitchener - Cambridge	
2231 : Civil engineering technologists and technicians	B.C. less CMAs	1	0	0.0 %	4.0 %	0	0	B.C. less CMAs
2231 : Civil engineering technologists and technicians	Greater Sudbury	5	0	0.0 %	0.0 %	0	0	Greater Sudbury
2231 : Civil engineering technologists and technicians	Kitchener - Cambridge - Waterloo	5	1	20.0 %	19.7 %	1	0	Kitchener - Cambridge
2231 : Civil engineering technologists and technicians	Ont. less CMAs	6	2	33.3 %	1.9 %	0	2	Ont. less CMAs
2231 : Civil engineering technologists and technicians	Ottawa - Gatineau	10	4	40.0 %	13.5 %	1	3	Ottawa - Gatineau
2231 : Civil engineering technologists and technicians	Thunder Bay	12	1	8.3 %	0.0 %	0	1	Thunder Bay
2231 : Civil engineering technologists and technicians	Toronto	2	0	0.0 %	42.4 %	1	-1	Toronto
2261 : Non-destructive testers and inspection technicians	B.C. less CMAs	1	0	0.0 %	4.0 %	0	0	B.C. less CMAs
07 : Administrative and Senior Clerical Personnel		3	0	0.0 %	12.2 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	12.2 %	0	0	Ottawa - Gatineau
10 : Clerical Personnel		10	0	0.0 %	8.0 %	1	-1	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	1.8 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	11.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	1.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	14.7 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Thunder Bay	3	0	0.0 %	2.1 %	0	0	Thunder Bay
14 : Other Manual Workers		1	0	0.0 %	1.5 %	0	0	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	1.5 %	0	0	Greater Sudbury
Total		141	31	22.0 %	14.7 %	21	10	

Total may not equal sum of components due to rounding.

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



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Persons with Disabilities

			_		with Disabiliti			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Availa %	ability G	Bap #	Recruitment Area
01/02 : Managers		40	0	0.0 %	5.6 %	2	-2	
Employment Equity Occupational Group	Alberta	2	0	0.0 %	3.6 %	0	0	Alberta
Employment Equity Occupational Group	British Columbia	5	0	0.0 %	4.3 %	0	0	British Columbia
Employment Equity Occupational Group	Ontario	33	0	0.0 %	5.9 %	2	-2	Ontario
03 : Professionals		29	0	0.0 %	3.7 %	1	-1	
Employment Equity Occupational Group	British Columbia	2	0	0.0 %	5.4 %	0	0	British Columbia
Employment Equity Occupational Group	Ontario	27	0	0.0 %	3.6 %	1	-1	Ontario
04 : Semi-Professionals and Technicians		58	5	8.6 %	5.1 %	3	2	
Employment Equity Occupational Group	Alberta	1	0	0.0 %	5.5 %	0	0	Alberta
Employment Equity Occupational Group	British Columbia	7	0	0.0 %	4.5 %	0	0	British Columbia
Employment Equity Occupational Group	Ontario	50	5	10.0 %	5.2 %	3	2	Ontario
07 : Administrative and Senior Clerical Personnel		3	0	0.0 %	3.2 %	0	0	
Employment Equity Occupational Group	Ontario	3	0	0.0 %	3.2 %	0	0	Ontario
10 : Clerical Personnel		10	0	0.0 %	8.4 %	1	-1	
Employment Equity Occupational Group	Ontario	10	0	0.0 %	8.4 %	1	-1	Ontario
14 : Other Manual Workers		1	0	0.0 %	0.0 %	0	0	
Employment Equity Occupational Group	Ontario	1	0	0.0 %	0.0 %	0	0	Ontario
Total		141	5	3.5 %	5.1 %	7	-2	

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

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

Find exactly where we are falling short in our semi-professional and technical. For those roles, we focus on the local area - we may expand further, but our goal is to be local.

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	CMA (default National)
04 : Semi-Professionals and Technicians	NOC	CMA (default Provincial)
07 : Administrative and Senior Clerical Personnel	EEOG	СМА
10 : Clerical Personnel	EEOG	СМА
14 : Other Manual Workers	EEOG	СМА



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WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	Provincial (default National)
03 : Professionals	EEOG	Provincial (default National)
04 : Semi-Professionals and Technicians	EEOG	Provincial (default National)
07 : Administrative and Senior Clerical Personnel	EEOG	Provincial (default National)
10 : Clerical Personnel	EEOG	Provincial (default National)
14 : Other Manual Workers	EEOG	Provincial (default National)



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Women

Women						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	3	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	37	7	18.9 %	38.9 %	14	-7
03 : Professionals	29	11	37.9 %	30.3 %	9	2
04 : Semi-Professionals and Technicians	58	14	24.1 %	25.2 %	15	-1
07 : Administrative and Senior Clerical Personnel	3	3	100.0 %	77.2 %	2	1
10 : Clerical Personnel	10	9	90.0 %	70.0 %	7	2
14 : Other Manual Workers	1	1	100.0 %	10.9 %	0	1
Total	141	45	31.9 %	34.1 %	48	-3



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Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	3	1	33.3 %	2.9 %	0	1	
02 : Middle and Other Managers	37	1	2.7 %	2.2 %	1	0	
03 : Professionals	29	0	0.0 %	1.3 %	0	0	
04 : Semi-Professionals and Technicians	58	4	6.9 %	2.6 %	2	2	
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	3.2 %	0	0	
10 : Clerical Personnel	10	1	10.0 %	4.7 %	0	1	
14 : Other Manual Workers	1	0	0.0 %	12.3 %	0	0	
Total	141	7	5.0 %	2.5 %	3	4	



Workforce Analysis - Summary Report

Date: 2018-08-16

Members of Visible Minorities

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees Represent		sentation Av		lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	3	1	33.3 %	10.1 %	0	1
2 : Middle and Other Managers	37	8	21.6 %	15.0 %	6	2
03 : Professionals	29	8	27.6 %	20.9 %	6	2
4 : Semi-Professionals and Technicians	58	14	24.1 %	22.7 %	13	1
: Administrative and Senior Clerical Personnel	3	0	0.0 %	12.2 %	0	0
) : Clerical Personnel	10	0	0.0 %	8.0 %	1	-1
14 : Other Manual Workers	1	0	0.0 %	1.5 %	0	0
otal	141	31	22.0 %	18.6 %	26	5



Workforce Analysis - Summary Report

Date: 2018-08-16

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Represe	entation	Availa	ability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	40	0	0.0 %	4.3 %	2	-2	
03 : Professionals	29	0	0.0 %	3.8 %	1	-1	
04 : Semi-Professionals and Technicians	58	5	8.6 %	4.6 %	3	2	
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	3.4 %	0	0	
10 : Clerical Personnel	10	0	0.0 %	7.0 %	1	-1	
14 : Other Manual Workers	1	0	0.0 %	5.3 %	0	0	
Total	141	5	3.5 %	4.5 %	7	-2	



Workforce Analysis - Summary Report

Date: 2018-08-16

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

Find exactly where we are falling short in our semi-professional and technical. For those roles, we focus on the local area - we may expand further, but our goal is to be local.

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	СМА
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2018-08-16

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Data from First	t/Previous Wor	kforce Analysis
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Data from Su	bsequent/Curre Analysis	nt Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	08	16

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	08	16

		Table 1: Women			
		First/Previous Workforce Analysis All Employees Women		· · · · · ·	
Empl	oyment Equity Occupational Group (EEOG)	····		Availability*	
		#	#	%	
01	Senior Managers	3	0	27.4	
02	Middle & Other Managers	37	7	38.9	
03	Professionals	29	11	29.9	
04	Semi-Professionals & Technicians	58	13	24.7	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	3	3	77.2	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	10	9	70.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	1	1	10.9	
Total	•	141	44	0.0	

r.	Гable 5: Women				
Subsequent	/Current Workford	e Analysis			
All Employees	All Employees Women				
	Representation	Availability*			
#	#	%			
3	0	27.4			
37	7	38.9			
29	11	29.9			
58	13	24.7			
0	0	0.0			
0	0	0.0			
3	3	77.2			
0	0	0.0			
0	0	0.0			
10	2	20.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
1	0	10.9			
141	36	0.0			

* Source:	

* Source:		

Data from First	t/Previous Woi	rkforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	08	16

Data from S	Subsequent/Curre Analysis	nt Workforce
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2018	08	16
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
Embic	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	9/0
01	Senior Managers	3	1	2.9
02	Middle & Other Managers	37	1	2.2
03	Professionals	29	0	0.4
04	Semi-Professionals & Technicians	58	4	1.2
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	3	0	3.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	10	1	4.7
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	1	0	12.3
Total		141	7	0.0

Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis			
			All Employees
	Representation	Availability*	
#	#	%	
3	1	2.9	
37	1	2.2	
29	0	0.4	
58	4	1.2	
0	0	0.0	
0	0	0.0	
3	0	3.2	
0	0	0.0	
0	0	0.0	
10	1	4.7	
0	0	0.0	
0	0	0.0	
0	0	0.0	
1	0	12.3	
141	7	0.0	

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Data from First	t/Previous Wor	kforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
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2018	08	16

Data from S	Subsequent/Curr Analysis	ent Workforce

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Data from Subse	equent/Current Wo	orkforce Analysis

		Table 3: Me	mbers of Visible	Minorities
		First/Pr	evious Workforce A	malysis
Emale	nyment Equity Occupational Crown (EEOC)	All Employees	Members of Visible Minorities	
ешрк	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	3	1	10.1
02	Middle & Other Managers	37	8	15.0
03	Professionals	29	8	20.7
04	Semi-Professionals & Technicians	58	14	13.3
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	3	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	10	0	8.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	1	0	1.5
Total	•	141	31	0.0

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workfore	e Analysis
All Employees	Members of Visi	ible Minorities
	Representation	Availability*
#	#	%
3	1	10.1
37	8	15.0
29	8	20.7
58	14	13.3
0	0	0.0
0	0	0.0
3	0	12.2
0	o	0.0
0	0	0.0
10	0	8.0
0	0	0.0
0	o	0.0
0	o	0.0
1	o	1.5
141	31	0.0

* Sourc	
0	

Data from Firs	t/Previous Wor	kforce Analysis
\	\	\

Data from Sub	osequent/Curi Analysis	rent Workforce	
\	↓ ·	↓	200

2018	08	16
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Data from Fi	rst/Previous Work	force Analysis

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	08	16

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce	Analysis
Emplo	umant Equity Occupational Crown (EEOC)	All Employees	Persons with Disabilities	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	40	2	5.6
03	Professionals	29	1	3.7
04	Semi-Professionals & Technicians	58	3	5.1
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	3	0	3.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	10	1	8.4
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	1	0	0.0
Total		141	7	0.0

Table 8: Persons with Disabilities			
Subsequent	/Current Workfore	e Analysis	
All Employees	Persons with Disabilities		
	Representation	Availability*	
#	#	%	
40	0	0.0	
29	0	0.0	
58	0	0.0	
0	0	0.0	
0	0	0.0	
3	0	0.0	
0	0	0.0	
0	0	0.0	
10	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
1	0	0.0	
141	0	0.0	

* Source:	

* Source:	

Part 2: Flow Data Analysis

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		End	Date	of F	low	Data	
١	YY)	ΥY		MM		Ε)D

Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

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Data from Form 6 - Employees Terminated

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		•	Table 1:	Women	•
		Full-time	/ National	Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
Tot	al	0	0	0	0

Table 5: Women				
Full-time / National		Part-time / National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(

Table 9: Women				
Full-time / National		Part-time / National		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Part 2: Flow Data Analysis

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Start	Date of Flov	v Data

0	0	0
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End I	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

		Table 2: Aboriginal Peoples				
		Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	
		#	#	#	#	
01	Senior Managers	0	0	0	0	
02	Middle & Other Managers	0	0	0	0	
03	Professionals	0	0	0	0	
04	Semi-Professionals & Technicians	0	0	0	0	
05	Supervisors	0	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	0	0	0	0	
08	Skilled Sales & Service Personnel	0	0	0	0	
09	Skilled Crafts & Trades Workers	0	0	0	0	
10	Clerical Personnel	0	0	0	0	
11	Intermediate Sales & Service Personnel	0	0	0	0	
12	Semi-Skilled Manual Workers	0	0	0	0	

13 Other Sales & Service Personnel

14 Other Manual Workers

Total

Table 6: Aboriginal Peoples				
Full-time / National		Part-time / National		
All Employees Promoted	ployees Peoples Employees		Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Tabl	e 10: Abo	riginal Ped	ples
Full-time / National		Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

DST Consulting Engineers Inc

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0	0	0
YYYY	MM	DD
Start	Date of Flov	/ Data

End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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

	/ National	with Disabilities Part-time / National				
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted			
#	#	#	#			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			

Full-time	/ National	Part-time / National			
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated		
#	#	#	#		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
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0	0	0	0		

Part 2: Flow Data Analysis

DST Consulting Engineers Inc

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YYYY	MM	DD
Start	Date of Flow	v Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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	•	•	•	•			
	Table 4:	Members o	of Visible N	Ainorities			
	Full-time	/ National	Part-time / National				
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired			
	#	#	#	#			
01 Senior Managers	0	0	0	0			
02 Middle & Other Managers	0	0	0	0			
03 Professionals	0	0	0	0			
04 Semi-Professionals & Technicians	0	0	0	0			
05 Supervisors	0	0	0	0			
06 Supervisors: Crafts & Trades	0	0	0	0			
07 Administrative & Senior Clerical Personnel	0	0	0	0			
08 Skilled Sales & Service Personnel	0	0	0	0			
09 Skilled Crafts & Trades Workers	0	0	0	0			
10 Clerical Personnel	0	0	0	0			
11 Intermediate Sales & Service Personnel	0	0	0	0			
12 Semi-Skilled Manual Workers	0	0	0	0			
13 Other Sales & Service Personnel	0	0	0	0			
14 Other Manual Workers	0	0	0	0			
Total	0	0	0	0			

Full-time	/ National	Part-time / National			
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted		
#	#	#	#		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		

Table 12: Members of Visible Minorities						
Full-time	/ National	Part-time / National				
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated			
#	#	#	#			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
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0	0	0	0			
0	0	0	0			
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0	0	0	0			

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		Data for First/Previous Goals																	
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	\	↓	1	1	↓	↓	1	↓	\	↓	↓	↓	↓	↓	↓	↓	↓	↓	1
		Table 1: Women																	
									First/	Previous Sh	nort-term G	oals							
				All En	iployees										omen			1	ı
	Number	Grow	vth (New Posi	tions)	Turnover (Re	placement o Employees)	fTerminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity					,			Anticipated Hires Over 3		Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	rre	ected	Actual	PFO	jected	Years	YYYY-MM-DD		T .	Over 3	1111	- 1111	Availability	r resent Gap	Gap	Representation	Years
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-16	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	3	0.0%	3.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	37	0.0%	3.0%	3	0.0%	10.0%	11	14	7	10.0%	2	11	5	38.9%	38.9%	-7	-6	18.9%	25.0%
03 Professionals	29	0.0%	3.0%	3	0.0%	10.0%	9	12	11	10.0%	3	2	0		29.9%	2	-2	37.9%	25.0%
04 Semi-Professionals & Tech	58		3.0%	5	0.0%		0	5	13	0.0%	0	3	1	24.7%	24.7%	-1	-2	22.4%	22.2%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	3	0.0%	3.0%	0	0.0%	10.0%	1	1	3	10.0%	1	0	0		77.2%	1	0	100.0%	66.7%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	10	0.0%	2.00/	"	0.0%	10.00/	0	0	0	0.0%	1 0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%	3.0%		0.0%	10.0%	3	4	9	10.0%	3	2			70.0%	2	-2	90.0%	54.5%
intermediate sures & service	0	0.0%			0.0%		0	0	0	0.0%	1 0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0! #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service		0.0% 0.0%		"	0.0%		0		"	0.0%	1 ,		"		0.0% 0.0%	1 %		#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
14 Other Manual Workers	"	0.0%	3.0%	ا ا	0.0%	10.0%] ,		"	10.0%	1 6	-1	"		10.9%		"	100.0%	100.0%

43353

0.0%

0.0%

Total

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

Workforce I marysis) · 2) X Te					Table 2: Women
F		Won	ien		
Employment Equity Occupational Group (EEOG)	Short-te	rm Goals	Long-to	erm Goals	Comments
	#	%	#	%	
01 Senior Managers	C	27.4		1 27.4	
02 Middle & Other Managers	5	38.9		5 40.0	
03 Professionals	(0.0		0.0	
04 Semi-Professionals & Tech	1	24.7		1 25.0	
05 Supervisors	(0.0		0.0	
06 Supervisors: Crafts & Trades	C	0.0		0.0	
07 Administrative & Sr Clerical	(0.0		0.0	
08 Skilled Sales & Service	(0.0		0.0	
09 Skilled Crafts & Trades	(0.0		0.0	
10 Clerical Personnel	(0.0		0.0	
11 Intermediate Sales & Service	(0.0		0.0	
12 Semi-Skilled Manual	(0.0		0.0	
13 Other Sales & Service	(0.0		0.0	001766

31.2%

31.2%

44

44

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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14 Other Manual Workers Total	

									Data	for First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	↓	1	1	↓	Ţ	↓	↓	\	↓	↓	1	1	. ↓	↓	1	1	1	1
										e <mark>3: A</mark> bori	<u> </u>	•							
									First/	Previous St	iort-term C	oals							
				All En	ıployees									=	nal Peoples				
	Number	Grov	vth (New Posi	tions)	Turnover (Re		fTerminated		Number	Turnovar (D	eplacement of		3 Yea	r Goals					
Employment Equity		i i i i i i i i i i i i i i i i i i i		Employees) Anticipated					Employees)	Hires Required		n - To	Present		Projected	Present	Projected		
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual Projected		Hires Over 3 Years	YYYY-MM-DD		,	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years	
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	l Cars	2018-08-16	Annually	Over 3 Years	Years	2018	2021					i Cara
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	3	0.0%	0.0%	0	0.0%	10.0%	1	1	1	10.0%	0	-1	0		2.9%	1	1	33.3%	33.3%
02 Middle & Other Managers	37	1	3.0%	3	0.0%	10.0%	11	14	1	10.0%	0	0	0		2.2%	0	0	2.7%	2.5%
03 Professionals	29	1	3.0%	3	0.0%	10.0%	9	12	0	10.0%	0	0	0		0.4%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	58		3.0%	5	0.0%		0	5	4	0.0%	0	-3	0		1.2%	3	3	6.9%	6.3%
05 Supervisors	0	0.070		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%		0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	3	0.0%	3.0%	0	0.0%	10.0%	1	1	0	10.0%	0	0	0		3.2%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%	3.0%	1	0.0%	10.0%	3	4	1	10.0%	0	0	0		4.7%	1	0	10.0%	9.1%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	1 0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	1 0	0	0		0.0%		0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%	0.0%	0	0.0%	10.0%	j 0	1 0	1 0	10.0%	· 0] 0	1 0		12.3%	0	y 0	0.0%	0.0%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

0.0%

0.0%

Total

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

					Table 4: Aboriginal Peoples
F 1		Aboriginal l	Peoples		
Employment Equity Occupational Group (EEOG)	Short-tei	rm Goals	Long-te	erm Goals	Comments
occupational Group (EEGG)	#	%	#	%	
01 Senior Managers	0	0.0	(0.0	There is no Present Gap
02 Middle & Other Managers	0	0.0	(0.0	
03 Professionals	0	0.0	(0.0	
04 Semi-Professionals & Tech	0	0.0	(0.0	
05 Supervisors	0	0.0	(0.0	
06 Supervisors: Crafts & Trades	0	0.0	(0.0	
07 Administrative & Sr Clerical	0	0.0	(0.0	
08 Skilled Sales & Service	0	0.0	(0.0	
09 Skilled Crafts & Trades	0	0.0	(0.0	
10 Clerical Personnel	0	0.0	(0.0	
11 Intermediate Sales & Service	0	0.0	(0,0	
12 Semi-Skilled Manual	0	0.0	(0.0	
13 Other Sales & Service	l o	0.0	(0.0	001768

5.0%

5.0%

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	43353	
14 Other Manual Workers Total	0 0.0 0 0.0 0 0.0 0 0.0	

									B.4. 4	or First/I									
									Data 1	or First/F	revious C	roais							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
,	1	1	1	1	1	↓	\	1	\	1		1	1	↓	1	↓	1	↓	<u> </u>
										Persons									
									First/	Previous Sh	iort-term G	oals							
				All En	ployees										th Disabilitie	S			1
	Number	Grow	th (New Posit	ions)	Turnover (Re	olacement of Employees)	Terminated		Number	Turnover (Replacement of		Hires		r Goals					
Employment Equity					ļ			Anticipated		Terminated		Required		n - To	Present	n	Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD	10.7		Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-16	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	40	0.0%	0.0%	0	0.0%	10.0%	1		2	10.0%	1	1	0		5.6%	0	-1	5.0%	2.5%
03 Professionals	29	0.0%	3.0%	3	0.0%	10.0%	1	12	1	10.0%	0	0	0		3.7%	0	0	3.4%	3.1%
04 Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%	10.0%	17	22	3	10.0%	1	1	0		5.1%	0	-1	5.2%	3.2%
05 Supervisors	0	0.0%	3.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0	0.0% 0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0% 3.2%	0	0	#DIV/0! 0.0%	#DIV/0! 0.0%
08 Skilled Sales & Service	0	0.0%	3.0%	0	0.0%	10.0%	0	0	0	10.0%		0	"		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	5.070	0	0.0%	10.070		0	0	0.0%		0	١		0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%		Ö	0.0%		o o	0	1	0.0%	o o	0	ĺ		8.4%	Ö	o o	10.0%	10.0%
11 Intermediate Sales & Service	0	0.0%	3.0%	0	0.0%	10.0%	0	0	0	10.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
Total	141	0.0%	0.0%	0	0.0%	10.0%	42	42	7	10.0%	2	-5	0		0.0%	7	5	5.0%	3.5%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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

Workforce Finallysis) - 27 x 10					Table 6: Persons with Disabilities
n	P	ersons with	Disabilities		
Employment Equity Occupational Group (EEOG)	Short-ter	1	Long-teri		Comments
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0 T	here is no present gap
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0,0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0,0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	001770

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									Data 1	or First/I	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
			↓			↓		<u>\</u>	↓			↓		↓	↓		↓	↓	<u> </u>
									Table 7: M				S						
									First/	Previous Sh	iort-term G	oals							
				All En	iployees										isible Minor	ities	ı	ı	
	Number	Grow	th (New Posi	ions)		Turnover (Replacement of Terminated Employees)			Number Tu	Turnover (R	eplacement of	Hires	3 Year Goals From - To						
Employment Equity		Actual	n	ected	Actual Projected		Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	YYYY-MM-DD	Actual	710)		Actuai	Froj	1	Years	YYYY-MM-DD			Over 3 Years	1111	- 1111	Availability	resent Gap	Gap	Representation	Years
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-16	Annually	Over 3 Years	1 cars	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	3	0.0%	0.0%	0	0.0%	10.0%	1	1	1	10.0%	0	-1	0		10.1%	1	1	33.3%	
02 Middle & Other Managers	37	0.0%	3.0%	3	0.0%	10.0%	11	14	8	10.0%	2	0	0		15.0%	2	0	21.6%	15.0%
03 Professionals	29	0.0%	3.0%	3	0.0%	10.0%	9	12	8	10.0%	2	1	0		20.7%	2	-1	27.6%	18.8%
04 Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%		0	5	14	0.0%	0	-6	0		13.3%	6	6	24.1%	22.2%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0	0.0% 0.0%	3.0%	0	0.0%	10.0%	'	'	"	0.0% 10.0%	"	0	"		0.0% 0.0%	1 ,	١	#DIV/0! 0.0%	#DIV/0! 0.0%
08 Skilled Sales & Service	3	0.0%	3.0%	0	0.0%	10.0%	1 0	1	"	0.0%	"	"	"		0.0%	1 %	١	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		"	1 0	"	0.0%	١	١	"		0.0%	1 0	١	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%	3.0%	1	0.0%	10.0%] 3	4		10.0%	0	1	"	8.0%	8.0%] -1	_1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	5.070	0	0.0%	10.070] 0	ا ا	ا ،	0.0%	هُ ا	أ أ	ا ،	0.070	0.0%	, 0	أ أ	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	ا ٥		0.0%	, ŏ	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	ا ٥		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%	0.0%	0	0.0%	10.0%	0	0	0	10.0%	0	0	0		1.5%	0	0	0.0%	0.0%

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

0.0%

0.0%

Total

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

-31

0.0%

31

31

					Table 8: Members of Visible Minorities
	Men	bers of Visit	ole Minor	rities	
mployment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-to	erm Goals	Comments
Accupational Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0	(0.0	
02 Middle & Other Managers	0	0.0	(0.0	
03 Professionals	0	0.0	(0.0	
04 Semi-Professionals & Tech	0	0.0	(0.0	
05 Supervisors	0	0.0	(0.0	
06 Supervisors: Crafts & Trades	0	0.0	(0.0	
07 Administrative & Sr Clerical	0	0.0	(0.0	
08 Skilled Sales & Service	0	0.0	(0.0	
9 Skilled Crafts & Trades	0	0.0	(0.0	
10 Clerical Personnel	1	8.0		1 8.0	
11 Intermediate Sales & Service	0	0.0	(0.0	
12 Semi-Skilled Manual	0	0.0	(0.0	
13 Other Sales & Service	0	0.0	(0.0	001772

22.0%

22.0%

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14 Other Manual Workers Total	0 0.0 0 0.0 0 0.0 0 0.0

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	↓	\	↓	\	\	↓	\	↓	\	1	↓	↓	↓	↓	↓	\	↓
										Table 9:									
									Subsequ	ent/Current	t Short-teri	n Goals							
				All En	nployees									W	omen				
F 1 .F	Number	Growth (New Positions) Turnover (Replacement of Termina Employees)			Terminated	Anticipated	Number		Furnover (Replacement of Terminated Employees)		3 Year Goals From - To						Projected		
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual Projected			Hires Over 3	YYYY-MM-DD	1	Limpioyeest	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (2200)	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-08-16	Annually	Years		2018	2021				,	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	9/0	#	#	%	%
01 Senior Managers	3	0.0%	0.0%	(0.0%	10.0%	1	1	0	10.0%	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	37	0.0%		3	0.0%	10.0%	11	14	7	10.0%	2	11	5	38.9%	38.9%	-7	-6	18.9%	25.0%
03 Professionals	29			3	0.0%	10.0%	9	12	11	10.0%	3	2	0		29.9%	2	-2	37.9%	25.0%
04 Semi-Professionals & Tech	58	1		. 5	0.0%		0	5	13		0	3	1	24.7%	24.7%	-1	-2	22.4%	22.2%
05 Supervisors	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	3	0.0%		(0.0%	10.0%	1	1	3	10.0%	1	0	0		77.2%	1	0	100.0%	66.7%
08 Skilled Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%		1	0.0%	10.0%	3	4	2	10.0%	1	1	0		20.0%	0	-1	20.0%	9.1%
11 Intermediate Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%	0.0%	(0.0%	10.0%	0	0	0	10.0%	0	0	0		10.9%	0	0	0.0%	0.0%

43353

0.0%

0

141

0.0%

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

				Table 10: Women
Employment Equity Occupational Group (EEOG)	Short-teri	Women m Goals Long-to	erm Goals	Comments
Occupational Group (EEOG)	%		%	
01 Senior Managers		27.4	0.0	
02 Middle & Other Managers		38.9	0.0	
03 Professionals		0.0	0,0	
04 Semi-Professionals & Tech		24.7	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	001774
14 Other Manual Workers	5.55	0.0	0.0	

25.5%

25.5%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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	DST Consulting Engineers Inc
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Total	0.0

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
-	1	1	1	1	\	1	↓	1	↓	↓	1	1	↓	\	↓	\	1	1	1
										11: Abor									
									Subsequ	ent/Curren	t Short-teri	m Goals							
	All Employees							Aboriginal Peoples											
Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)		Turnover (Replacement of Terminated Employees)			Number	 		Hires Required Over 3	3 Year Goals				l				
		<u> </u>				Anticipat					Anticipated Hires Over 3		YYYY - YYYY Present		Present Gap	Projected	Present	Projected Representation in 3	
	YYYY-MM-DD	- 			 						Years	YYYY-MM-DD	1111	- 1111	Availability	rresent Gap	Gap	Representation	Years
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-16	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	3	0.0%	0.0%	0	0.0%	10.0%	1	1	1	10.0%	0	-1	0		2.9%	1	1	33.3%	33.3%
02 Middle & Other Managers	37	0.0%	3.0%	3	0.0%	10.0%	11	14	1	10.0%	0	0	0		2.2%	0	0	2.7%	2.5%
03 Professionals	29	0.0%	3.0%	3	0.0%	10.0%	9	12	0	10.0%	0	0	0		0.4%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%		0	5	4	0.0%	0	-3	0		1.2%	3	3	6.9%	6.3%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	3	0.0%	3.0%	0	0.0%	10.0%	1	1	0	10.0%	0	0	0		3.2%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10		3.0%	1	0.0%	10.0%	3	4	1	10.0%	0	0	0		4.7%	1	0	10.0%	9.1%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%	0.0%	0	0.0%	10.0%	0	0	0	10.0%	0	0	0		12.3%	0	0	0.0%	0.0%
Total	141	0.0%		0	0.0%		0	0	7	0.0%	0	-7	0		0.0%	7	7	5.0%	5.0%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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

				Table 12: Aboriginal Peoples
Employment Equity Occupational Group (EEOG)	Short-ter	Aboriginal Peoples m Goals Long-	term Goals	Comments
Occupational Group (EEOG)		%	%	
01 Senior Managers		0.0	0.0	
02 Middle & Other Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	001776
14 Other Manual Workers		0.0	0.0	

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Total	0.0

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									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	Ţ	\	Ţ	1	\	1	\	↓	<u> </u>	V	V	Ţ	\	\	↓	1	\	\	<u> </u>
										: Persons									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	nployees							,			th Disabilitie	8		,	,
	Number	Grow	th (New Posit	tions)	Turnover (Re		Terminated		Number	Turnover (Re	anlacament of		3 Year						
Employment Equity						Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD		,	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-16	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	40	0.0%	0.0%	C	0.0%	10.0%	12	12	0	10.0%	0	0	0		0.0%	0	0	0.0%	0.0%
03 Professionals	29	0.0%	3.0%	3	0.0%	10.0%	9	12	0	10.0%	0	0	0		0.0%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	58	0.0%	3.0% 3.0%	3	0.0%	10.0%	17	22	0	10.0%	0	0	0		0.0%	1 0	0	0.0%	0.0%
05 Supervisors 06 Supervisors: Crafts & Trades	0	0.0% 0.0%	3.0%		0.0%		0	0	"	0.0%	0	0	0		0.0% 0.0%	1 0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
07 Administrative & Sr Clerical	3	0.0%			0.0%		0	0	"	0.0%	١	0	0		0.0%	1 6	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%	3.0%		0.0%	10.0%	0	0		10.0%	٥	0	0		0.0%	l ő	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	ن ا	0.0%	5.970		0.0%		0	ا آ	0	0.0%	ا	0	ن ا		0.0%	Ĭ	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	3.0%	(0.0%	10.0%	0	0	0	10.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
Total	141	0.0%	0.0%		0.0%	10.0%	42	42	0	10.0%	0	0	0		0.0%	0	0	0.0%	0.0%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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

				Table 14: Persons with Disabilities
	Pe	ersons with Disabiliti	es	
Imployment Equity Decupational Group (EEOG)	Short-ter		erm Goals	Comments
		%	%	
1/02 Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		0.0	0.0	
Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	
14 Other Manual Workers		0.0	0.0	
otal		0.0	0.0	001778

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									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	0	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<u> </u>		↓			↓		↓	<u> </u>					↓	↓	↓	↓	↓	
								ï	able 15: N				es						
				AR E.					Subseque	ent/Current	t Short-terr	n Goals			isible Minor	141			
				All En	iployees			ı						embers of A	isible Minor	ities		ı	1
	Number	Grow	th (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (R		Hires		r Goais n - To					
Employment Equity	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	1111-000	Actual	110	Over 3	Actuai	110)	Over 3	Years	1111-MM-DD		Over 3	Over 3 Years		 	Availability	r researe Gap	Gap	Representation	Years
	2018-08-16	Annually	Annually	Years	Annually	Annually	Years		2018-08-16	Annually	Years	Land	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	3	0.0%	0.0%	0	0.0%	10.0%	1	1	1	10.0%	0	-1	0		10.1%	1	1	33.3%	
02 Middle & Other Managers	37	0.0%	3.0%	3	0.0%	10.0%	11	14	8	10.0%	2	0	0		15.0%	2	0	21.6%	15.0%
03 Professionals	29	0.0%	3.0%	3	0.0%	10.0%	9	12	8	10.0%	2	1	0		20.7%	2	-1	27.6%	18.8%
04 Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%		0	5	14	0.0%	0	-6	0		13.3%	6	6	24.1%	22.2%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0	0.0%	2.00/	0	0.0%	10.007	0		0	0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0! 0.0%
07 Administrative & Sr Clerical 08 Skilled Sales & Service	3	0.0% 0.0%	3.0%	0	0.0%	10.0%	1	1	"	10.0% 0.0%	"	0	"		12.2% 0.0%	1 0	"	0.0% #DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		"	0.0%		0	١	١	0.0%	١	١	"		0.0%	1 0	١	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	0.0%	3.0%	1	0.0%	10.0%	3	4	١	10.0%	١	"	"	8.0%	8.0%	1 -1	_1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	3,070	1	0.0%	10.070	ا ا	آ آ	ا ،	0.0%	هٔ ا	أ أ	١	0.070	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	ه ا	0.0%			0.0%			ا ا	ا ٥	0.0%	ا ،	ا ٥	ا ٥		0.0%	ن ا	ا ،	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	0.0%	0.0%	0	0.0%	10.0%	0	0	0	10.0%	0	0	0		1.5%	0	0	0.0%	0.0%

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

0.0%

0.0%

Total

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

-31

0.0%

31

31

				Table 16: Members of Visible Minorities
Employment Equity Occupational Group (EEOG)	Mem Short-ter	bers of Visible Mino m Goals Long-t	rities erm Goals	Comments
Occupational Group (EEOG)		%	%	
01 Senior Managers		0.0	0.0	
02 Middle & Other Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades	5	0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		8.0	0.0	
11 Intermediate Sales & Service	,	0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	001779
14 Other Manual Workers		0.0	0.0	

22.0%

22.0%

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	Part 3: Goals
	DST Consulting Engineers Inc
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Total	0.0

									Feder	ral Contr	actors	Progra	m Achie	evement	Report									
												_	- Wome		•									
													ngineer											
												43353												
A B		С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
			Part 1:	Part 1:	E÷D	Part 1:	DxG	,	E÷H	Part 2: Flow	Part 2:	L÷K			Part 2: Flow	Part 2:	Q÷Px			Part 2: Flow	Part 2:	V ÷ U x		,
Data sources:			Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E - H	x 100	Data Analysis	Flow Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Flow Data Analysis	100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
·					↓	·↓	<u>, </u>	·↓	·↓	\	\	,	\	, <u>†</u>	\	↓			\	,	↓	1	······································	·
					Workf	orce Ar	nalysis									Flow	Data A	nalysis						
Employment Equ		ear			N	orkforce						Hires				P	romotio				Tei	minatio		
Occupational Gro (EEOG)	up		All Employees	Represe		·····	omen lability	6	EE Result	All Employees	-	tual	Expected	Difference	All Employees		tual	omen	Difference	All Employees	Acti		omen	Difference
ì		¥	#	# #	% %	/Avail	# #	Gap #	E.E. Resun	#	#		Expected #	##	#	#	wai %	Expected #	#	#	#	ai %	Expected #	#
01 Senior Managers	20	18	3	0	0.0	27.4	1	-1	0.0															
	20	18	3	0		27.4	•	-1			0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	20		37 37	7 7		38.9 38.9		-7 -7		0	0	0.0	1			0	0.0	0	0	0	0	0.0	0	0
	20	_	29	11		29.9	<u> </u>	2	126.9			0.0			, ,	,	0.0	0	0		0	0.0	0	0
03 Professionals	20		29	11	37.9	29.9	9	2	126.9	0	0	0.0	0	0) (0	0.0	0	0	0	0	0.0	0	0
04 Semi-Profession Technicians		_	58	13		24.7		-1											_					
		18	58	13 0			•	-1 0		0	0	0.0	1 0	0		0	0.0	0	0	0	0	0.0	0	0
05 Supervisors		18	0	0				0			0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Cra		_	0	0				0																
Trades	20	18	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0 0	0	0.0	0	0	0	0	0.0	0	0
				Part 2:						1	Ĭ	T												
Data sources:			Part 2: Flow Data Analysis	Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
L		i	l		↓	↓	.i	!↓	!↓	↓	↓	.i	.i↓	i										
			New	Entra	nts				(Coals	•		•											
Employment Equ	ity .		Fl	ow Data			Short-te	rm Goal	S		Long-ter	m Goals												
Occupational Gro		ear	All	Wo	men		Wo	men			Wor		1					C	Commen	ts				
(EEOG)			Employees	Act	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
			#	#	%	#	%	%	%	#	%	%	%											
01 Senior Managers	3 20	18	0	0		0	0.0	27.4 27.4	0.0		0.0	27.4	0.0											
02 Middle & Other		18	0	0		200000000000000000000000000000000000000	0.0	38.9			0.0	9												
Managers Managers	20	21	0	0	0.0			38.9	0.0			0.0	0.0											
03 Professionals		18	0	0		ganaganaganaganag	0.0	0.0			0.0	9												
Comi Duofossion	als & 20	_	0	0		E 1000E 1000E 1000E 100	0.0	0.0 24.7		.000.11000.11000.11000.11000.	0.0	25.0	0.0											
04 Technicians	20		0	0			0.0	24.7			0.0	0.0		ł										
05 Supervisors	20	18	0	0	0.0	0	0.0	0.0	0.0	0	0.0	8												
	20	_	0	0		***************************************	0.0	0.0		60011116001111190111119011119011		0.0	+											
06 Supervisors: Cra Trades	ofts & 20		0	0			0.0	0.0			0.0	0.0	 											
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A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
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Data sources:			Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Data Analysis	Flow Data Analysis	100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
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F1	nent Equity				Workf							***			т —		Data A	•		T	-			
	onal Group	Year	All		W	orkforce Wo	e men			All		Hires	omen .		All	P	romotio W	n S omen		All	Lei	minati W	omen	
(EEOG)			Employees	Repres	sentation	Avail	ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	ual	Expected	Difference	Employees	Acti	al	Expected	Difference
A desir	nistrative &	# 2018	# 2	# 3	% 100.0	% 77.2	#	# 1	% 129.5	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Senior	r Clerical	2018	3	3	:	77.2	:	1	129.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	d Sales &	2018	0	0		0.0		0	0.0															
Chille	d Crafts &	2018 2018	0	0	:	0.0		0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	s Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerica	al Personnel	2018 2018	10 10	9		70.0 20.0		2	128.6 100.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
1 1 1 1	nediate Sales &	2018	0	0	•	0.0		0				0.0			, and the second		0.0	v		ŭ .	Ů.	0.0	Ů	· ·
\vdash	ce Personnel	2018 2018	0	0	:		:	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-S Worke	Skilled Manual ers	2018	0	0		0.0	:	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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				Entra						oals														
	nent Equity onal Group	Year		ow Data	a omen			rm Goals	<u> </u>		Long-ter Wor							,	lommen	<b>+</b> 6				
(EEOG)	onai Group		All Employees	Ac	etual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Junion	13				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
10/1	nistrative &	2018	0	0		0	0.0	0.0	0.0	0	0.0		0.0											
Cleille	r Clerical d Sales &	2021 2018	0	0		200000000000000000000000000000000000000	0.0	0.0		0	0.0	0.0	0.0											
Servic	e Personnel	2021	0	0	0.0	G277338G277338G277338G27733	J. V	0.0	0.0		5.0	0.0	0.0											
09 Skilled	d Crafts & s Workers	2018 2021	0	0		000000000000000000000000000000000000000	0.0	0.0			0.0	0.0												
	al Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	nediate Sales &	2021 2018	0	0		50.000000000000000000000000000000000000	0.0	0.0		0	0.0	0.0												
	e Personnel	2021	0	0	:		0.0	0.0	0.0		0.0	0.0	0.0											
12 Semi-S Worke	Skilled Manual ers	2018 2021	0	0			0.0	0.0			0.0	0.0												
WOIK	V1.0	2021	<u> </u>	0	1: 0.0	l		1 0.0	L 0.0			1 0.0	I 0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
<u></u>		<b>V</b>	<b>\</b>	<b>\</b>	↓	<b>\</b>	<b>\</b>	<b>↓</b>	<b>\</b>	.i	<u>,                                     </u>	J	1	<del>\</del>	<del>\</del>	,	,	↓	<u> </u>	<u> </u>	<del>\</del>	↓	<b></b>
			1	Workf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year			N	orkforce						Hires				I	Promotio				Т	erminati		
Occupational Group (EEOG)		All Employees	Represe	ntation	Wor Avails	······	Gap	EE Result	All Employees	Ac	tual	omen Expected	Difference	All Employees	A	tual	omen Expected	Difference	All Employees	A,	Vi tual	omen Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
Other Sales & Service	2018	0	0	0.0	0.0		0	0.0															
Personnel  Other Manual	2018 2018	0	0	100.0	0.0 10.9		0	0.0 917.4	0	0	0.0	0	0	0	0	0.0	0	0	0	С	0.0	0	0
14 Workers	2018	1	0	0.0	10.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	C	0.0	0	0
Total	2018	141	44	31.2	0.0	0	44	0.0															
7 0 000	2018	141	36	25.5	0.0	0	36	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	C	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		↓	<b>\</b>	1	<b>1</b>	<b>\</b>	1	Ţ	<b>\</b>	<u> </u>	, 1	<b>1</b>											
		New	Entrai	nts				G	oals														
Employment Equity	Year	FI	ow Data			Short-ter		S		Long-ter													
Occupational Group (EEOG)		All Employees	Wor Act		Goal	Wor Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					C	ommen	ts				
	#	#	#	%	#	9/6	%	%	#	o%	0/0	0/6											
Other Sales & Service Personnel	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers Workers	2021	0	0	0.0			0.0	0.0			0.0	0.0											
Total	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	2021	0	0	0.0			0.0	0.0			1 0.0	0.0											

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D-4		Part 1:	Part 1:	E÷D	Part 1:	DxG	E - H	E÷H	Part 2: Flow	Part 2:	L÷K	K x G ÷ 100	1 1	Part 2: Flow	Part 2:	Q÷Px	P x F ÷ 100	0.5	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
Data sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	п-а	x 100	Data Analysis	Flow Data Analysis	x 100	K X G = 100	L-N	Data Analysis	Flow Data Analysis	100	P X F = 100	Q - S	Data Analysis	Analysis	100	UXF = 100	V - A
		<b>,</b>	↓	↓	↓	↓	<b>↓</b>	↓	<b>+</b>	↓	↓	↓ ↓	<b>1</b>	↓	↓	↓	1	<b>\</b>	1	1	↓	↓	↓
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Employment Equity Occupational Group	Year			W	orkforce	al Peoples				1	Hires	inal Peoples			P	romotio	nal Peoples			Tei	minatio	nal Peoples	
(EEOG)		All Employees	Represe	entation		ai reopies ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acti		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	2018	3	1	33.3	2.9	0	1	1,149.4															
	2018	3	1	33.3	2.9		1	1,149.4	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018 2018	37 37	1 1	2.7 2.7	2.2		0	122.9 122.9	0	0	0.0				0	0.0	0	0	0	0	0.0	0	0
	2018	29	0	<del></del>	0.4		0	0.0	0		0.0	1		, 0	0	0.0	0	0	0	0	0.0	0	0
03 Professionals	2018	29	0	i .	0.4		0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
04 Semi-Professionals &	2018	58	4	6.9	1.2		3	574.7															
Technicians	2018	58	4		1.2		3	574.7	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	2018 2018	0	0		0.0		0	0.0	0	0	0.0		(		0	0.0	0	0	0	0	0.0	0	0
O6 Supervisors: Crafts &	2018	0	0		0.0	-	0	0.0		<u> </u>	0.0	i i		, ,	Ů	0.0		•	·	ď	0.0	, ,	
06 Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
[				i		i		·	: :	ĭ	·	· · · · · · · · · · · · · · · · · · ·	1										
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
			Analysis			<u> </u>		<u> </u>	L	<u> </u>	İ	<u> </u>											
		<u> </u>	Entra		<u> </u>			<u> </u>	<u> </u>														
			ow Data			Short-te	Cool		oals	Lanata	Coolo												
Employment Equity Occupational Group	Year			al Peoples		Aborigin:		<u>S</u>	-	Long-ter Aborigina							-	Commen	to				
(EEOG)		All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of		Percent of					•	Johnnen	1.5				
	#		и	9%	#	Goal Met	%	Goal Met		Goal Met	%	Goal Met											
	2018	# 0	# 0		# ()	0.0	0.0		# 0														
01 Senior Managers	2021	0	0				0.0				0.0	1											
02 Middle & Other	2018	0	0		0	0.0	0.0		0	0.0	5												
Managers	2021	0	0		_		0.0		_		0.0												
03 Professionals	2018		0		0	0.0	0.0		0	0.0	0.0	_											
Semi-Professionals &	2018	0	0	<b>.</b>	0	0.0	0.0	<b>-</b>	0	0.0													
04 Technicians	2021	0	0	0.0			0.0				0.0	0.0											
05 Supervisors	2018	0	0		0	0.0	0.0		0	0.0													
	2021	0	0			0.0	0.0	<b>.</b>	^	0.0	0.0												
06 Supervisors: Crafts & Trades	2018	0	0		U U	0.0	0.0		0	0.0	0.0		ł										
	2021	<u>`</u>		. 0.0			U.0				1 0.0	1 0.0	L										

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Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			<b>.</b>	↓	↓	↓	1	1	↓	<b></b>	<b>\</b>	↓	↓	<b>1</b>	↓	↓	↓	<b>1</b>	<b>\</b>	1	Ţ	↓	↓	<b>\</b>
r					Workfo										<del></del>		Data A	•						
	oloyment Equity upational Group	Year	All		W	orkforce	al Peoples			All		Hires	inal Peoples		All	P	romotio:	ns Peoples		All	Tei	rminatio	ons nal Peoples	
(EE			Employees	Represe	entation		ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Act		Expected	Difference	Employees	Acti		Expected	Difference
		#	#	#	%	%	#	Ħ	%	#	#	%	Ħ	Ħ	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2018 2018	3 3	0 0	0.0 0.0	3.2 3.2	: 1	0	0.0	0	0	0.0				0	0.0	0			0	0.0	0	0
$\vdash$	Skilled Sales &	2018	0	0		0.0		0	0.0	0	"	0.0			, ,	Ů,	0.0	0			· ·	0.0	0	0
	Service Personnel	2018	0	0		0.0		0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018 2018	0	0	0.0 0.0	0.0		0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	10	1		4.7		1	212.8			0.0				Ů	0.0			Ů	Ť	0.0	0	
$\vdash$		2018	10	1	10.0	4.7		1	212.8	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
	Intermediate Sales & Service Personnel	2018	0	0	0.0 0.0	0.0		0	0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual	2018	0	0		0.0		0	0.0				Ť		, ,	Ů	0.0				Ť	0.0		
	Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
			Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:												
Data s	ources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F÷1x 100	Part 3: Goals	100	Goals	F ÷ M x 100											
***************************************			,	<u> </u>	↓			↓	<b>1</b>	↓	<u> </u>	\	<u> </u>	•										
				Entra						oals														
	oloyment Equity apational Group	Year	Fl	ow Data			Short-ter Aborigina		\$		Long-ter  Aborigina	m Goals						,	4	4				
(EE			All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of		Percent of					(	Commen	LS				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	2018	0	0		0	0.0	0.0	0.0	0	0.0		0.0											
	Senior Clerical	2021	0	0				0.0	0.0			0.0	0.0											
	Skilled Sales & Service Personnel	2018 2021	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
00	Skilled Crafts &	2018	0	0		0	0.0	0.0	0.0	0	0.0													
109	Trades Workers	2021	0	0		-		0.0	0.0	-		0.0												
10	Clerical Personnel	2018 2021	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
	Intermediate Sales &	2018	0	0		0	0.0	0.0	0.0	0	0.0	**												
$\vdash$	Service Personnel	2021	0	0		-		0.0	0.0	-	0 -	0.0												
	Semi-Skilled Manual Workers	2018	0	0		0	0.0	0.0	0.0	0	0.0	0.0												

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A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
		↓	<b>↓</b>	<u> </u>		<u> </u>	<b>\</b>	<u> </u>	<b>↓</b>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<b>1</b>	<b>↓</b>	<b></b>	<u> </u>	<b>↓</b>	<b>1</b>	<b>\</b>	
			V	Vorkf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity Occupational Group	All Aboriginal Peoples All Aboriginal Peoples All Aboriginal Peoples Actual Expected Difference Employees Employees Employees Employees Actual Expected Difference Employees Employ																						
(EEOG)	Employees   Representation   Availability   Gap   EE Result   Employees   Actual   Expected   Difference   Employees   Actual   Expected   Difference   Employees   Employee															Act		Expected	Difference				
	r Sales & Service   2018   0   0   0.0   0.0   0   0   0   0   0																#						
Other Sales & Service		0				:	0																
Personnel  Other Manual	2018	0	0	0.0	12.3		0	<del>                                     </del>	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Workers	2018	1	0	0.0	12.3		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2018	141	7	5.0	0.0		7	0.0															
	2018	141	7	5.0	0.0	0	7	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		<b></b>	↓	↓	<u> </u>	↓	↓		<u> </u>		↓	↓											
			Entran	ts					oals	-													
Employment Equity Occupational Group	Year	F	ow Data Aboriginal	Pennles		Short-ter	rm Goal al Peoples	S		Long-ter Aborigina									4				
(EEOG)		All Employees	Actu	•	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Dominients											
	#	#	#	%	#	%	%	%	#	%	%	9/4											
Other Sales & Service Personnel	2018 2021	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
Other Manual	2018	0	0	0.0	0	0.0	0.0	<u> </u>	0	0.0													
Workers Workers	2021	0	0	0.0	-	0 -	0.0		_		0.0												
Total	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	2021	<u> </u>	U .	0.0			0.0	1 0.0			1 0.0	L 0.0											

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Α	В	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			<b>↓</b>	l↓	<b>\</b>	↓	↓	i		<b></b>	↓	↓	<u></u> ↓	<b>↓</b>	.i↓	.i	<u>.</u> ↓	i↓	<u>i</u> ↓	i ↓		<b>J</b>		<b></b>
				V	Vorkf	orce An	alysis									Flow	Data A	nalysis						
	ployment Equity upational Group	Year				/orkforce						Hires				P	romotio'				Te	rminatio		
	працопат Отопр ОС)		All Employees	Represent		Persons with Availa			EE Result	All Employees	Ac	Persons w	ith Disabilitie Expected	Difference	All Employees	Ac	Persons w	ith Disabilitie	Difference	All Employees	Acti		th Disabilities Expected	Difference
		#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01& 02	Managers	2018 2018	40 40	1 :	5.0 0.0	1		0	89.3 0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03	Professionals	2018 2018	29 29		3.4 0.0			0	93.2 0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals &	2018	58		5.2			0	101.4										-					
	Technicians	2018 2018	58		0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05	Supervisors	2018	0	-	0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2018 2018	0		0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
,						·		,			· · · · · · · · · · · · · · · · · · ·		y			1		ı						
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
L			<b>V</b>	·····································	<b>\</b>	<u>.</u> ↓	<b>V</b>	<b>↓</b>	<b>V</b>	<b></b>	<u>.</u>	<b>↓</b>	<u> </u>											
			New	Entrant	ts				G	oals														
Em	ployment Equity	Year	F	low Data	with			rm Goals			Long-ter													
	upational Group OG)	1 Cai	All Employees	Disabili	ties	Goal	Persons wit Percent of	Disabilities  Goal	Percent of	Goal	Persons with Percent of	Disabilities Goal	Percent of					(	Commen	ts				
		#	#	#	%	guar #	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01&	Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
02		2021 2018	0	0	0.0	3.1	0.0	0.0	0.0	^	0.0	0.0	0.0											
03	Professionals	2018	0	0	0.0		0.0	0.0	0.0	U	0.0	0.0												
04	Semi-Professionals & Technicians	2018 2021	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
05	Supervisors	2018 2021	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts & Trades	2018	0		0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
									Part 6: R	esults -	Person	ıs with I	Disabilit	ies									
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A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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					orce An												nalysis						
Employment Equity Occupational Group	Year				orkforce Persons with						Hires	ith Disabilitie			P	romotio	n S ith Disabilitie			Te	rminatio	ns th Disabilities	
(EEOG)		All Employees	Represe		Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2018	3	0 0	0.0 0.0	3.2 0.0	0	0	0.0	0	0	0.0		,		0	0.0				0	0.0	0	0
08 Skilled Sales &	2018	0	0		0.0	0	0	0.0	0	· ·	0.0	,		1		0.0				0	0.0		
Service Personnel	2018	0	0		0.0		0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0		C		0	0.0	0			0	0.0	0	
	2018	10	1	10.0	8.4		0	119.0	0	0	0.0		C	1	0	0.0	0			0	0.0	U	
10 Clerical Personnel	2018	10	0		0.0		0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
Intermediate Sales & Service Personnel	2018	0	0		0.0		0	0.0	0	0	0.0		C		0	0.0	0			0	0.0	0	
Semi-Skilled Manual	2018	0	0		0.0		0	0.0	U	· ·	0.0			1		0.0	-	· ·		0	0.0		
Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow	Part 2: Flow Data	E ÷ D x	Part 3:	E ÷ G x	Part 3:	F÷ I v 100	Part 3: Goals	E÷Kx	Part 3:	F ÷ M x 100											
Duta sources.		Data Analysis	Analysis	100	Goals	100	Goals	1 - 1 A 100	Ture 5. Gould	100	Goals												
	I	<u> </u>			<b>↓</b>																		
			Entra	nts		GI			oals														
Employment Equity	Year		ow Data Persor	is with		Short-tel Persons with				Long-ter Persons with							,						
Occupational Group (EEOG)		All Employees	Disah			Percent of		Percent of		Percent of	1	Percent of					(	Commen	TS				
			Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Administrative &	2018	# 0	# 0	<b>%</b>	#	<b>%</b>	% 0.0	<b>%</b>	# 0	% 0.0	<b>%</b>	0.0											
O7 Senior Clerical	2021	0	0		V	0.0	0.0		0	0.0	0.0												
08 Skilled Sales &	2018	0	0		0	0.0	0.0		0	0.0													
Service Personnel	2021	0	0			0.0	0.0		0	0.0	0.0												
09 Skilled Crafts & Trades Workers	2018	0	0		U	0.0	0.0		0	0.0	0.0												
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0		0.0											
Intermediate Sales &	2018	0	0		0	0.0	0.0	0.0	0	0.0	3												
Service Personnel	2021	0	0		-		0.0		-		0.0												
12   Semi-Skilled Manual Workers	2018	0	0		0	0.0	0.0		0	0.0	0.0												
	2021	<u> </u>	0	0.0			U.0	U 0.0		l/	1 0.0	1 0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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					orce An									,		Data A			,				
Employment Equity Occupational Group	Year				orkforce					1	Hires	ith Disabilitie			1	Parsons	ns ith Disabilitie		All	Te	rminatio	ns th Disabilitie	
(EEOG)		All Employees	Repres	entation	Availa		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ai	rtual	Expected	Difference	All Employees	Act		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	Ħ	#	#	%	#	#	#	#	%	#	#
Other Sales & Service Personnel	2018 2018	0	0		0.0 0.0		ľ	0.0	0	0	0.0		0			0.0		0		0	0.0	0	0
Other Manual	2018	1	0		0.0			0.0	0	0	0.0	1 0	0	1		0.0	0	0	0	0	0.0	0	
Workers	2018	1	0				0	0.0	0	0	0.0	0	0	0	C	0.0	0	0	0	0	0.0	0	0
Total	2018	141	7					0.0	0		0.0	0				0.0	0				0.0	0	
	2018	141	0	0.0	0.0	0	1 0	0.0	0	0	0.0	<u> </u>	0	1 0	C	0.0	0	0	1 0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
<u> </u>		↓	i↓	<u> </u>	:↓	<b></b>	i↓	↓	i↓	.i↓	↓	.i ↓											
		New	Entra	nts				G	oals														
Employment Equity		F	low Data			Short-te	rm Goal	S		Long-ter	m Goals												
Occupational Group	Year	Ali		ns with pilities		Persons wit	h Disabilities	i		Persons with	Disabilities						(	ommen	ts				
(EEOG)		Employees	Ac	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service		0	0		0	0.0		0.0	0	0.0	0.0												
Personnel  Other Manual	2021 2018	0	0		0	0.0	0.0		0	0.0	0.0												
Workers	2021	0	0		V	V.V	0.0				0.0												
Total	2018	0	0		0	0.0		0.0	0	0.0	0.0												
	2021	0	0	0.0			0.0	0.0			0.0	0.0											

									Feder	al Contr	actors	Progra	m Achie	evement	Report									
									Par	t 7: Resu	lts - Mo	embers	of Visil	ole Mino	rities									
										DST	Consu	ılting E	ngineer	s Inc										
												43353	3											
Α	В	C	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data so	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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					Workf	orce Ar	nalysis									Flow	Data A	nalysis						
	loyment Equity	Year			V	orkforce						Hires				P	romotio				Te	rminatio		
(EEC	pational Group DG)		All Employees	В.	4.45	······	dinorities	T 6	I pe n . i	All Employees			Minorities	Diff	All Employees			Minorities	n:e	All Employees			Minorities	ner.
(22)		#	#	Repres	sentation %	Avail %	ability #	Gap #	EE Result	#	Ac	tual %	Expected #	Difference #	##	Act	uai %	Expected #	Difference #	± #	Act	uai %	Expected #	Difference #
0.1		2018	3	1	33.3	10.1		1	330.0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,		-	7		п		,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	- 0	7	7
01   8	Senior Managers	2018	3	1	33.3	10.1	•	1	330.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
1 0// 1	Middle & Other	2018	37			15.0		2	144.1															
	Managers	2018	37	8	<del>.</del>	15.0		2	144.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 F	Professionals	2018 2018	29 29	8		20.7 20.7		2	133.3 133.3	0	0	0.0	0	0	) 0	0	0.0	0	0	0	0	0.0	0	0
04 S	Semi-Professionals &	2018	58	14	•	13.3		6	181.5			0.0	1			Ů	0.0					0.0	-	
04 1	l'echnicians	2018	58	14	•	13.3		6	181.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05 8	Supervisors	2018	0	0	<u> </u>			0	0.0								0.0					0.0		
	Supervisors: Crafts &	2018 2018	0	0				0	0.0	0	0	0.0		0	0	0	0.0	0	0	0	0	0.0	0	0
	Trades	2018	0	0				0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
			,	,		,		·				,			•			•						
Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
			<b>,</b>																					
				Entra						oals														
	loyment Equity	Year	F	low Data				rm Goal	S		Long-ter Visible M							-	-					
Occu (EEC	pational Group		All		Minorities		Percent of		Percent of		Percent of		Percent of					(	Sommen	ts				
LLL	,		Employees	Ac	tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
		# 2018	#	# ^	%	#	%	% 0.0	%	#	%	%	%											
01   S	Senior Managers	2018	0	0		"	0.0	0.0		0	0.0	0.0												
02 1	Middle & Other	2018	0		<del>:</del>	200020000000000000000000000000000000000	0.0	1			0.0													
02 N	Managers	2021	0	0	•	0.110000.110000.110000.1100		0.0	0.0			0.0	0.0	<b></b>										
03 F	Professionals	2018	0	0		ganaganaganaganaganag	0.0	0.0			0.0	9												
		2021 2018	0	0	•	E 1000E 1000E 1000E 1000	0.0	0.0			0.0	0.0												
04	Technicians	2021	0	0			0.0	0.0			3.0	0.0		ł										
05 5	Supervisors	2018	0	0	:		0.0	0.0			0.0	3												
		2021	0	0		PRODUCTION PRODUCTION	-	0.0		600111160011119001111900111190011	_	0.0												
	Supervisors: Crafts & Frades	2018 2021	0	0			0.0	0.0			0.0	0.0												
$\Box$ $\Box$ $\Box$	14463	2021	<u> </u>	L 0	0.0			0.0	L 0.0			1 0.0	'I 0.0											

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A B	C	D	E	F	G	Н	I	J	K	L	M	N	O	Р	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
		<b>,</b>	<b>↓</b>	<b>↓</b>	<b>\</b>	↓	↓	↓	. ↓	<b>\</b>	↓	1	↓	↓	↓	1	↓	↓	↓	1	1	<b>\</b>	
			V	Vorkf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity Occupational Group	Year			W	orkforce					1	Hires				P	romotio				Te	rminatio		
(EEOG)		All Employees	Represent	ation	Visible N Avails		Gap	EE Result	All Employees	Ac	Visible	Minorities Expected	Difference	All Employees	Ac	tual	Minorities Expected	Difference	All Employees	Ac	visible	Minorities Expected	Difference
	#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2018 2018	3	0	0.0	0.0 12.2		0	0.0 0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
08 Skilled Sales &	2018	0	0	0.0	0.0		0	0.0	0		0.0	0	0			0.0		0	0	0	0.0	0	0
Service Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	ļ	0	0.0	0	0		0	0.0	0	
	2018	10	0	0.0	8.0		-1	0.0	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	- 0	0
10 Clerical Personnel	2018	10	0	0.0	8.0		-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0		0	0.0			0.0		0			0.0			0	0	0.0	0	
Sami Skillad Manual	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Workers Wantan	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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		New	Entrant	ts				G	oals														
Employment Equity	Year	F	ow Data				rm Goal	S		Long-ter													
Occupational Group		All	Visible Min	orities			Amorities	lo		Visible M	inorities	h					C	Commen	ts				
(EEOG)		Employees	Actua	ıl	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Skilled Sales &	2021	0		0.0	0	0.0		0.0	0	0.0	0.0	0.0											
08 Service Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
09 Skilled Crafts &	2018	0	0	0.0	0	0.0		0.0	***************************************	0.0	0.0	0.0											
Trades Workers	2021	0	0	0.0	1	^^	0.0	0.0		0.0	0.0	0.0											
10 Clerical Personnel	2018	0	0	0.0	l I	0.0	8.0 8.0	0.0		0.0	8.0 0.0	0.0											
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Semi-Skilled Manual	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers	2021	0	0	0.0			0.0	0.0			0.0	0.0											

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			V	Vorkf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity Occupational Group	Year			W	orkforce						Hires				P	romotio				Te	rminati		
(EEOG)		All Employees	Represen	tation	Visible A	linorities ability	Gap	EE Result	All Employees	Ac	Visible	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference
	#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2018	0	0	0.0	0.0	:	0	0.0															
Personnel  Other Manual	2018 2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Workers	2018	1	0	0.0	1.5		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2018	141	31	22.0	0.0		31																
	2018	141	31	22.0	0.0	0	31	0.0	0	0	0.0	0	0	0	0	0.0	0	0	] 0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	F	ow Data Visible Mi	a a salet a c		Short-ter Visible M		S		Long-ter Visible M								•					
Occupational Group (EEOG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					Ĺ	ommen	ES				
	#	#	#	%	#	%	%	%	#	%	9/6	9/4											
Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Other Manual	2018	0	0	0.0	0	0.0	0.0		0	0.0													
Workers	2021	0	0	0.0		0.0	0.0	0.0			0.0												
Total	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	2021	<u> </u>	U U	0.0			0.0	L 0.0			1 0.0	J 0.0											

# Federal Contractors Program Achievement Report Part 8: Reasonable Efforts DST Consulting Engineers Inc 43353

### **Efforts**

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

Contrac	ctors Program.
Requi	red measures:
	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
	Adjusted survey results to reflect hires, promotions and terminations.
	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
	Ensured that any new gaps identified are addressed accordingly.
	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	Communicated the goals to relevant managers as well as monitored and recorded the results.
	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment equity.

	equity, the steps taken to implement it and the progress made in its implementation.
	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

### ST ST consulting engineers

### Self-identification Questionnaire

### Instructions

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

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

Completion of sections B to H is voluntary. However, it is mandatory to complete Section A, sign in Section I, and return the questionnaire to human resources, even if you choose not to fill out any additional information.

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

### ST ST Consulting engineers

### Self-identification Questionnaire

### **Privacy Notice**

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

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

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

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

Your personal information is administered by 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: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a>. *Info Source* may also be accessed online at any Service Canada Centre.

This questionnaire is available in fillable electronic form, paper, large print or can be completed with the assistance of a reader upon request. It is also available on our ADP Workforce Now site.

<b>A.</b>	Name:		
	Section/Branch:		
	Position:		
	Employee number:		
	Employment status:	Full-time employee Part-time employee Temporary employee	

### all ST consulting engineers

### **Self-identification Questionnaire**

В.	Gender	
	Female	Male
	following app	escriptions in each of the next three sections, answer "Yes" if any ly to you. Please note that you may self-identify in more than
C.	Aboriginal P	eoples
	ling to the <i>Emp</i> r Métis.	ployment Equity Act, an Aboriginal person is a person who is Indian,
	Are you an A	Aboriginal person? No
D.	Visible Mino	rities
Canada	a (other than A	ployment Equity Act, members of a visible minority are people in aboriginal peoples) who are non-white in colour or non-Caucasian in eir place of birth or citizenship.
Examp	ples of visible	minorities include, but are not limited to:
•	Black Non-white La America)	tin American (including Indigenous people from Central and South
•	East Asian (e.	.g., Chinese, Japanese, Korean)
•		East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from idad or East Africa)
•	Southeast Asi	an (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
•		est Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian,
•	Libyan) People of mixe	ed origin (e.g., with one parent member of a visible minority group).
	Are you a mo	ember of a visible minority?

### all l

### Self-identification Questionnaire

### E. Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

### Examples of disabilities include, but are not limited to:

- Coordination or dexterity impairment
  - (e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- Mobility impairment
  - (e.g., difficulty moving from one office to another, walking long distances or using stairs)
- Blindness or visual impairment
  - (e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- Speech impairment
  - (e.g., unable to speak or difficulty speaking and being understood)
- Deafness or hearing impairment
  - (e.g., unable to hear or difficulty hearing)
- Other disabilities

1	Θα :	learning	devel	lanmental	and	other types	of disabi	lities
- (	e.g	iearning.	aevei	iobmeniai	ana	other types	or aisabi	umesi

Are you a	person with a disability?	•
Yes □	No 🗆	

Please specify how we can accommodate you to help you participate fully in the workplace. Note that if we implement these accommodation measures, they will not have a negative impact on your hiring, training, promotion and retention in our organization.

July 2018



### **Self-identification Questionnaire**

G.	Voluntary Employee Participation							
1)	Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.							
	Yes □ No □							
2)	As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the human resources manager for this kind of activity, please check "Yes" below.							
	Yes □ No □							
Н.	<b>Employee Comments</b>							
from ye equity	have any comments/feedback on our employment equity program, we would like to hear ou. Rest assured, all comments will be kept confidential. Please contact the employment contact & HR Manager Joanne Rousseau by phone at 1.877.300.4800 ,237 or email eau@dstgroup.com.							
I.	Employee Signature							
Signat	Date:							
	Thank you for your participation!							
	Please return this form in the envelope provided to:							
	DST Consulting Engineers Inc 203-2150 Thurston Drive							

Ottawa ON K1G 5T9
Attention: Human Resources

July 2018

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

**Employer Name:** DST Consulting Engineers Inc.

**Primary Location:** Thunder Bay (Ontario)

**Number of Employees: 141** 

Ontario: 124

British Columbia: 14

Alberta: 3

### **Organization Overview:**

NAICS 5413 – Architectural, Engineering and Related Services

DST Consulting Engineers Inc. offers consulting engineering services in the environmental, geotechnical and blasting fields.

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

Initiated: 2018-08-09 Received: 2018-09-10 Workforce Analysis: 2018-08-16

### **COLLECTION OF WORKFORCE INFORMATION**

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
141	100
141	100
141	100

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- ☐ The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The guestionnaire indicates that it is available in alternate formats upon request.
- □ 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 employer surveyed all staff (170 employees) regardless of status and only included permanent staff in the workforce analysis. All permanent employees submitted a fully completed questionnaire.

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

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

Observations: None

### **SUMMARY OF GOALS**

### Women

Workforce Analysis Results			Goals			
Employment Equity Occupational Group			Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(+3	1	
			years)	more)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.4	27.4	0.0	27.4
02	Middle & Other Managers	-7	38.9	38.9	18.9	38.9
04	Semi-Professionals & Technicians	-1	25.2	25.2	24.1	25.2

Observations: None

### **Aboriginal Peoples**

### Observations:

The workforce analysis did not reveal any gap for Aboriginal Peoples.

### **Members of Visible Minorities**

Workforce Analysis Results		Goals				
			Short-	Long-	Representation	LMA
Employment Equity Occupational Group		Can	term	term		
	(EEOG)	Gap	(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
10	Clerical Personnel	-1	8.0	8.0	0.0	8.0

Observations: None

### Persons with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
1/2	Managers	-2	4.3	4.3	0.0	4.3
03	Professionals	-1	3.8	3.8	0.0	3.8
10	Clerical Personnel	-1	7.0	7.0	0.0	7.0

Observations: None

### **RECOMMENDATION**

I recommend that the employer be found:

 $\Box$  in compliance  $\Box$  in non-compliance

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

DST Consulting Engineers Inc. is encouraged to continue to follow-up with employees to keep the workforce survey's return and response rates at the current level of 100

percent. You are also encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving your goals.

Name of Analyst: Maurice N. Yakibonge

Date: 2018-10-30

From: Yakibonge, Maurice [NC] On Behalf Of EE-EME

**Sent:** November 14, 2018 1:10 PM

**To:** 'mgraveline@dstgroup.com' <mgraveline@dstgroup.com> **Cc:** 'jrousseau@dstgroup.com' <jrousseau@dstgroup.com>

Subject: Government of Canada Agreement Number: 061385 – Notification of Compliance with the

**Federal Contractors Program** 

Cette information est également disponible en français sur demande.

### Dear Maurice Graveline:

I am writing to inform you that the compliance assessment initiated on August 09, 2018 has been completed. As a result of the assessment, DST Consulting Engineers Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

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

DST Consulting Engineers Inc. is encouraged to continue to follow-up with employees to keep the
workforce survey's return and response rates at the current level of 100 percent. You are also
encouraged to adopt measures best suited to the organization in order to ensure reasonable
progress towards achieving your goals.

### **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 August 9, 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 DST Consulting Engineers Inc. is notified of a subsequent assessment, the following information will be required:

- Workforce data (Form1 to 6) at the national level;
- A current workforce analysis; and
- 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, DST Consulting Engineers Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish DST Consulting Engineers 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



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!

From: Joanne Rousseau < jrousseau@dstgroup.com>

Sent: September 10, 2018 12:28 PM

To: Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca>

Subject: DST Consulting Employment Equity Reports.

Hello Maurice:

Thank you very much for your help today.

### Find attached:

- 1. The self identification questionnaire that we used. This is the updated one that you've previously reviewed. I used this version for all those employee who had not previously been surveyed and I sent it out to all staff asking that if they had an update to their previous survey, that they resubmit.
- 2. Results:
- Number of employees Surveyed: 170
- Returned Blank, partially and fully completed: 141
- Number of Fully Completed: 141
- 3. Work force Analysis Results downloaded from WEIMS is attached.
- 4. Achievement Report.

I believe this completes the reporting requirements.

My next steps, over the next 3 years is to recruit accordingly.

How frequently do I need to report back on progress?

Thank you,

Joanne

### Joanne Rousseau

Manager of Human Resources Corporate Services Group

DST CONSULTING ENGINEERS INC. 203 - 2150 Thurston Drive Ottawa ON, K1G 5T9 Canada

**T:** 1.877.300.4800 ,237 **M:** 1.613.415.5129 **F:** 1.888.979.6772

**E:** <u>jrousseau@dstgroup.com</u> **W:** www.dstgroup.com



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