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Labour Program  
Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <b>DST CONSULTING ENGINEERS INC.</b>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a>	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) <b>101</b> <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) <b>605 HEWITSON STREET</b>	City <b>THUNDER BAY</b>	Province <b>ON</b>	Postal Code <b>P7B 5V5</b>
Telephone Number <b>807-623-2929</b>			

EMPLOYMENT EQUITY CONTACT			
Name (print) <b>JOANNE ROUSSEAU</b>	Title <b>MANAGER OF HUMAN RESOURCES</b>		
Telephone Number <b>613-247-2409</b>	E-mail Address <b>jrousseau@dstgroup.com</b>	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	

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

SIGNATORY			
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) <b>MAURICE GRAVELINE</b>	Title <b>CEO</b>		
Telephone Number <b>613-247-2413</b>	E-mail Address <b>mgraveline@dstgroup.com</b>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) <b>2017-12-21</b>		

Privacy
The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP). Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract. The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you. Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i> , which is available at the following website address: <a href="http://www.infoSOURCE.gc.ca">http://www.infoSOURCE.gc.ca</a> . <i>Info Source</i> may also be accessed online at any Service Canada Centre.

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



Workplace Equity Information Management System - DST Consulting Engineers Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-16

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	3	0	0.0 %	27.4 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	37	7	18.9 %	38.9 %	14	-7	National
<b>03 : Professionals</b>		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
<b>04 : Semi-Professionals and Technicians</b>		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



Workplace Equity Information Management System - DST Consulting Engineers Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-16

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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
<b>07 : Administrative and Senior Clerical Personnel</b>		3	3	100.0 %	77.2 %	2	1	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	3	100.0 %	77.2 %	2	1	Ottawa - Gatineau
<b>10 : Clerical Personnel</b>		10	9	90.0 %	70.0 %	7	2	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	1	1	100.0 %	70.9 %	1	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	1	1	100.0 %	67.9 %	1	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	1	100.0 %	72.4 %	1	0	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	4	4	100.0 %	65.8 %	3	1	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Thunder Bay	3	2	66.7 %	75.1 %	2	0	Thunder Bay
<b>14 : Other Manual Workers</b>		1	1	100.0 %	10.9 %	0	1	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	1	1	100.0 %	10.9 %	0	1	Greater Sudbury
<b>Total</b>		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



Workplace Equity Information Management System - DST Consulting Engineers Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-16

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	3	1	33.3 %	2.9 %	0	1	National
<b>02 : Middle and Other Managers</b>	National	37	1	2.7 %	2.2 %	1	0	National
<b>03 : Professionals</b>		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
<b>04 : Semi-Professionals and Technicians</b>		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



Workplace Equity Information Management System - DST Consulting Engineers Inc.

**Workforce Analysis - Detailed Report**

Date: 2018-08-16

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		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
<b>07 : Administrative and Senior Clerical Personnel</b>		3	0	0.0 %	3.2 %	0	0	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
<b>10 : Clerical Personnel</b>		10	1	10.0 %	4.7 %	0	1	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	1	0	0.0 %	7.4 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	1	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	0	0.0 %	4.7 %	0	0	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	4	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Thunder Bay	3	1	33.3 %	7.5 %	0	1	Thunder Bay
<b>14 : Other Manual Workers</b>		1	0	0.0 %	12.3 %	0	0	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	1	0	0.0 %	12.3 %	0	0	Greater Sudbury
<b>Total</b>		<b>141</b>	<b>7</b>	<b>5.0 %</b>	<b>1.7 %</b>	<b>2</b>	<b>5</b>	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - DST Consulting Engineers Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-16

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	3	1	33.3 %	10.1 %	0	1	National
<b>02 : Middle and Other Managers</b>	National	37	8	21.6 %	15.0 %	6	2	National
<b>03 : Professionals</b>		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
<b>04 : Semi-Professionals and Technicians</b>		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



Workplace Equity Information Management System - DST Consulting Engineers Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-16

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
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
<b>07 : Administrative and Senior Clerical Personnel</b>		3	0	0.0 %	12.2 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	12.2 %	0	0	Ottawa - Gatineau
<b>10 : Clerical Personnel</b>		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
<b>14 : Other Manual Workers</b>		1	0	0.0 %	1.5 %	0	0	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	1.5 %	0	0	Greater Sudbury
<b>Total</b>		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



## Workforce Analysis - Detailed Report

Date: 2018-08-16

### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01/02 : Managers</b>		40	0	0.0 %	5.6 %	2	-2	
<b>Employment Equity Occupational Group</b>	Alberta	2	0	0.0 %	3.6 %	0	0	Alberta
<b>Employment Equity Occupational Group</b>	British Columbia	5	0	0.0 %	4.3 %	0	0	British Columbia
<b>Employment Equity Occupational Group</b>	Ontario	33	0	0.0 %	5.9 %	2	-2	Ontario
<b>03 : Professionals</b>		29	0	0.0 %	3.7 %	1	-1	
<b>Employment Equity Occupational Group</b>	British Columbia	2	0	0.0 %	5.4 %	0	0	British Columbia
<b>Employment Equity Occupational Group</b>	Ontario	27	0	0.0 %	3.6 %	1	-1	Ontario
<b>04 : Semi-Professionals and Technicians</b>		58	5	8.6 %	5.1 %	3	2	
<b>Employment Equity Occupational Group</b>	Alberta	1	0	0.0 %	5.5 %	0	0	Alberta
<b>Employment Equity Occupational Group</b>	British Columbia	7	0	0.0 %	4.5 %	0	0	British Columbia
<b>Employment Equity Occupational Group</b>	Ontario	50	5	10.0 %	5.2 %	3	2	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		3	0	0.0 %	3.2 %	0	0	
<b>Employment Equity Occupational Group</b>	Ontario	3	0	0.0 %	3.2 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		10	0	0.0 %	8.4 %	1	-1	
<b>Employment Equity Occupational Group</b>	Ontario	10	0	0.0 %	8.4 %	1	-1	Ontario
<b>14 : Other Manual Workers</b>		1	0	0.0 %	0.0 %	0	0	
<b>Employment Equity Occupational Group</b>	Ontario	1	0	0.0 %	0.0 %	0	0	Ontario
<b>Total</b>		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

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



## Workforce Analysis - Detailed Report

Date: 2018-08-16

### WFA Defaults - Persons with Disabilities

#### Employment Equity Occupational Group

01/02 : Managers

03 : Professionals

04 : Semi-Professionals and Technicians

07 : Administrative and Senior Clerical Personnel

10 : Clerical Personnel

14 : Other Manual Workers

#### Perform Analysis By

EEOG

EEOG

EEOG

EEOG

EEOG

EEOG

#### Recruitment Area

Provincial (default National)

Provincial (default National)

Provincial (default National)

Provincial (default National)

Provincial (default National)

Provincial (default National)



Workplace Equity Information Management System - DST Consulting Engineers Inc.

**Workforce Analysis - Summary Report**

Date: 2018-08-16

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>141</b>	<b>45</b>	<b>31.9 %</b>	<b>34.1 %</b>	<b>48</b>	<b>-3</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - DST Consulting Engineers Inc.

**Workforce Analysis - Summary Report**

Date: 2018-08-16

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
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
<b>Total</b>	<b>141</b>	<b>7</b>	<b>5.0 %</b>	<b>2.5 %</b>	<b>3</b>	<b>4</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - DST Consulting Engineers Inc.

**Workforce Analysis - Summary Report**

Date: 2018-08-16

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	3	1	33.3 %	10.1 %	0	1
02 : Middle and Other Managers	37	8	21.6 %	15.0 %	6	2
03 : Professionals	29	8	27.6 %	20.9 %	6	2
04 : Semi-Professionals and Technicians	58	14	24.1 %	22.7 %	13	1
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	12.2 %	0	0
10 : Clerical Personnel	10	0	0.0 %	8.0 %	1	-1
14 : Other Manual Workers	1	0	0.0 %	1.5 %	0	0
<b>Total</b>	<b>141</b>	<b>31</b>	<b>22.0 %</b>	<b>18.6 %</b>	<b>26</b>	<b>5</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-08-16

### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
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
<b>Total</b>	<b>141</b>	<b>5</b>	<b>3.5 %</b>	<b>4.5 %</b>	<b>7</b>	<b>-2</b>

Total may not equal sum of components due to rounding.



## 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	CMA
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



<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>DST Consulting Engineers Inc</b>
<b>2018-09-10</b>

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	16

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	16

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
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
<b>Total</b>		<b>141</b>	<b>44</b>	<b>0.0</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
		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
<b>Total</b>		<b>141</b>	<b>36</b>	<b>0.0</b>

**\* Source:**

**\* Source:**

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**DST Consulting Engineers Inc**  
**2018-09-10**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	16

**Data from Subsequent/Current Workforce Analysis**

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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	16

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 2: Aboriginal Peoples</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Aboriginal Peoples</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
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
<b>Total</b>		<b>141</b>	<b>7</b>	<b>0.0</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 6: Aboriginal Peoples</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Aboriginal Peoples</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
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
<b>Total</b>		<b>141</b>	<b>7</b>	<b>0.0</b>

**\* Source:**  
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**Federal Contractors Program Achievement Report**  
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**DST Consulting Engineers Inc**  
**2018-09-10**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	16

**Data from Subsequent/Current Workforce Analysis**

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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	16

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 3: Members of Visible Minorities</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Members of Visible Minorities</b>	
		#	<b>Representation</b>	<b>Availability*</b>
		#	#	%
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
<b>Total</b>		<b>141</b>	<b>31</b>	<b>0.0</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 7: Members of Visible Minorities</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Members of Visible Minorities</b>	
		#	<b>Representation</b>	<b>Availability*</b>
		#	#	%
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	12.2
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
<b>Total</b>		<b>141</b>	<b>31</b>	<b>0.0</b>

**\* Source:**  
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**Federal Contractors Program Achievement Report**  
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**DST Consulting Engineers Inc**  
**2018-09-10**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	16

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	16

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 4: Persons with Disabilities</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Persons with Disabilities</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
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
<b>Total</b>		<b>141</b>	<b>7</b>	<b>0.0</b>

\* Source:

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 8: Persons with Disabilities</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Persons with Disabilities</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
		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
		<b>141</b>	<b>0</b>	<b>0.0</b>

\* Source:

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**DST Consulting Engineers Inc**

**43353**

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

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**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

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Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**DST Consulting Engineers Inc**

**43353**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	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	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 5 - Employees Promoted**

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**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**

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**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**DST Consulting Engineers Inc**

**43353**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End 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**

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**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



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**Part 3: Goals**

**DST Consulting Engineers Inc**

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**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EOG)	First/Previous Short-term Goals																			
	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			YYYY - YYYY						
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-16	Annually	Over 3 Years	2018	2021	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%	29.9%	2	-2	37.9%	25.0%	
04 Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%	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%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#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%	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%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	10	0.0%	3.0%	1	0.0%	10.0%	3	4	9	10.0%	3	2	0	70.0%	70.0%	2	-2	90.0%	54.5%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	1	0.0%	3.0%	0	0.0%	10.0%	0	0	1	10.0%	0	-1	0	10.9%	10.9%	1	1	100.0%	100.0%	
Total	141	0.0%		0	0.0%		0	0	44	0.0%	0	-44	0	0.0%	0.0%	44	44	31.2%	31.2%	

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

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	27.4	1	27.4	
02 Middle & Other Managers	5	38.9	5	40.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	1	24.7	1	25.0	
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	

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

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**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			YYYY - YYYY						
	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	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%	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%		
<b>Total</b>	<b>141</b>	<b>0.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>7</b>	<b>0.0%</b>	<b>0</b>	<b>-7</b>	<b>0</b>	<b>0.0%</b>	<b>7</b>	<b>7</b>	<b>5.0%</b>	<b>5.0%</b>		

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	There is no Present Gap
02 Middle & Other Managers	0	0.0	0	0.0	
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	

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

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**43353**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	From - To								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2018	2021	%	#	#	%	%		
		2018-08-16	#	%	%	#	%	%	#	#	%	%	#	%	%	#	#	%	%	
01/02	Managers	40	0.0%	0.0%	0	0.0%	10.0%	12	12	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%	9	12	1	10.0%	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	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	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	3	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	3.2%	0	0	0.0%	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	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	10	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	8.4%	0	0	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	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%		
Total		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)<sup>1/3</sup> - 1) x 100.

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01/02	Managers	0	0.0	0	0.0	There 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	

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**Part 3: Goals**

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**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	First/Previous Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-08-16	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%	
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%	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%	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		0.0%	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	0	10.0%	0	1	0	8.0%	8.0%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	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		1.5%	0	0	0.0%	0.0%
<b>Total</b>	<b>141</b>	<b>0.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>31</b>	<b>0.0%</b>	<b>0</b>	<b>-31</b>	<b>0</b>		<b>0.0%</b>	<b>31</b>	<b>31</b>	<b>22.0%</b>	<b>22.0%</b>

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
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	1	8.0	1	8.0	
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	

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



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**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-term Goals																			
	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			From - To						
	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	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%	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%	29.9%	2	-2	37.9%	25.0%	
04 Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	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%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	10	0.0%	3.0%	1	0.0%	10.0%	3	4	2	10.0%	1	1	0	20.0%	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	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	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	10.9%	10.9%	0	0	0.0%	0.0%	
<b>Total</b>	<b>141</b>	<b>0.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>36</b>	<b>0.0%</b>	<b>0</b>	<b>-36</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>36</b>	<b>36</b>	<b>25.5%</b>	<b>25.5%</b>	

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

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		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	
14 Other Manual Workers		0.0		0.0	

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Total		0.0	0.0
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**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			2018	2021					
	2018-08-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-16	Annually	Over 3 Years	#	%	%	#	#	%	%			
	#	%	%	#	%	%	#	#	#	%	%	#	%	#	#	%	%			
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	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	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	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	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	3	0.0%	3.0%	0	0.0%	10.0%	1	1	0	10.0%	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	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	10	0.0%	3.0%	1	0.0%	10.0%	3	4	1	10.0%	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	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	1	0.0%	0.0%	0	0.0%	10.0%	0	0	0	10.0%	0	0	0	0	12.3%	0	0	0.0%	0.0%	
<b>Total</b>	<b>141</b>	<b>0.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>7</b>	<b>0.0%</b>	<b>0</b>	<b>-7</b>	<b>0</b>		<b>0.0%</b>	<b>7</b>	<b>7</b>	<b>5.0%</b>	<b>5.0%</b>	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
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		
14 Other Manual Workers	0.0		0.0		

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Total		0.0	0.0
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**Part 3: Goals**

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**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	2018		2021						
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2018	2021							
		2018-08-16	#	%	%	#	%	%	#	#	%	#	%	%	#	#	%	%		
01/02	Managers	40	0.0%	0.0%	0	0.0%	10.0%	12	12	0	10.0%	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%	0.0%
04	Semi-Professionals & Tech	58	0.0%	3.0%	5	0.0%	10.0%	17	22	0	10.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%
05	Supervisors	0	0.0%	3.0%	0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	3	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 & Service	0	0.0%	3.0%	0	0.0%	10.0%	0	0	0	10.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	10	0.0%		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	0.0%	10.0%	0	0	0	10.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%
<b>Total</b>		<b>141</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>10.0%</b>	<b>42</b>	<b>42</b>	<b>0</b>	<b>10.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01/02	Managers	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	
14	Other Manual Workers	0.0	0.0	
<b>Total</b>		<b>0.0</b>	<b>0.0</b>	

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**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			YYYY - YYYY						
	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	10.0%	0	-1	0		10.1%	1	1	33.3%	33.3%		
02 Middle & Other Managers	37	0.0%	3.0%	3	0.0%	10.0%	11	14	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	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	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	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	10.0%	0	0	0		12.2%	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	#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%	3.0%	1	0.0%	10.0%	3	4	10.0%	0	1	0	8.0%	8.0%	-1	-1	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#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	0.0%	10.0%	0	0	10.0%	0	0	0		1.5%	0	0	0.0%	0.0%		
<b>Total</b>	<b>141</b>	<b>0.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>-31</b>	<b>0</b>		<b>0.0%</b>	<b>31</b>	<b>31</b>	<b>22.0%</b>	<b>22.0%</b>		

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		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		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	
14 Other Manual Workers		0.0		0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**DST Consulting Engineers Inc**

**43353**

Total		0.0	0.0
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**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	%	#	#	#			
01 Senior Managers	2018	3	0	0.0	27.4	1	-1	0.0																
	2018	3	0	0.0	27.4	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	37	7	18.9	38.9	14	-7	48.6																
	2018	37	7	18.9	38.9	14	-7	48.6	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	29	11	37.9	29.9	9	2	126.9																
	2018	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	0	0
04 Semi-Professionals & Technicians	2018	58	13	22.4	24.7	14	-1	90.7																
	2018	58	13	22.4	24.7	14	-1	90.7	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																
	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	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	27.4	0.0				27.4	0.0	
	2021	0	0	0.0			27.4	0.0				0.0	0.0	
02 Middle & Other Managers	2018	0	0	0.0	5	0.0	38.9	0.0	5	0.0	40.0	0.0		
	2021	0	0	0.0			38.9	0.0			0.0	0.0		
03 Professionals	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			0.0	0.0		
04 Semi-Professionals & Technicians	2018	0	0	0.0	1	0.0	24.7	0.0	1	0.0	25.0	0.0		
	2021	0	0	0.0			24.7	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		
	2021	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	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
07 Administrative & Senior Clerical	2018	3	3	100.0	77.2	2	1	129.5																
	2018	3	3	100.0	77.2	2	1	129.5	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
10 Clerical Personnel	2018	10	9	90.0	70.0	7	2	128.6																
	2018	10	2	20.0	20.0	2	0	100.0	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																
	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	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	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		
	2021	0	0	0.0										
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other 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	0	0	
	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	0	
14 Other Manual Workers	2018	1	1	100.0	10.9	0	1	917.4																	
	2018	1	0	0.0	10.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
Total	2018	141	44	31.2	0.0	0	44	0.0																	
	2018	141	36	25.5	0.0	0	36	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	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										

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
01 Senior Managers	2018	3	1	33.3	2.9	0	1	1,149.4																
	2018	3	1	33.3	2.9	0	1	1,149.4	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2018	37	1	2.7	2.2	1	0	122.9																
	2018	37	1	2.7	2.2	1	0	122.9	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	29	0	0.0	0.4	0	0	0.0																
	2018	29	0	0.0	0.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2018	58	4	6.9	1.2	1	3	574.7																
	2018	58	4	6.9	1.2	1	3	574.7	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																
	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	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
02 Middle & Other Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
03 Professionals	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
04 Semi-Professionals & Technicians	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	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		
	2021	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	0.0		
	2021	0	0	0.0										

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#				
07 Administrative & Senior Clerical	2018	3	0	0.0	3.2	0	0	0.0																	
	2018	3	0	0.0	3.2	0	0	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 & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	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	0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	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	0	0
10 Clerical Personnel	2018	10	1	10.0	4.7	0	1	212.8																	
	2018	10	1	10.0	4.7	0	1	212.8	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																	
	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	0	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	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		
	2021	0	0	0.0										
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**DST Consulting Engineers Inc**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
14 Other Manual Workers	2018	1	0	0.0	12.3	0	0	0.0																
	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	0	0
Total	2018	141	7	5.0	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	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			0.0	0.0		
14 Other Manual Workers	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			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			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2018	40	2	5.0	5.6	2	0	89.3																
	2018	40	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	29	1	3.4	3.7	1	0	93.2																
	2018	29	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	58	3	5.2	5.1	3	0	101.4																
	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	0	0.0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	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			0.0	0.0		
03 Professionals	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			0.0	0.0		
04 Semi-Professionals & Technicians	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			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		
	2021	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	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

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

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees		Persons with Disabilities						All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities					
		#	#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
07 Administrative & Senior Clerical	2018	3	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	3	0	0.0	0.0	0	0	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 & 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	0.0	0	0
	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	0	0
09 Skilled Crafts & Trades 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	0	0
	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	0	0
10 Clerical Personnel	2018	10	1	10.0	8.4	1	0	119.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	10	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service 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	0.0	0	0
	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	0	0
12 Semi-Skilled Manual 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	0	0
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
07 Administrative & Senior Clerical	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			0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	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			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	0.0	0.0		
	2021	0	0	0.0		0.0	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	0.0		
	2021	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		
	2021	0	0	0.0		0.0	0.0			0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	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			0.0	0.0	0.0		

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

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**43353**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
14 Other Manual Workers	2018	1	0	0.0	0.0	0	0	0.0																
	2018	1	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	141	7	5.0	0.0	0	7	0.0																
	2018	141	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	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				0.0	0.0	
14 Other Manual Workers	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				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				0.0	0.0	



**Federal Contractors Program Achievement Report**

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

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
01 Senior Managers	2018	3	1	33.3	10.1	0	1	330.0																
	2018	3	1	33.3	10.1	0	1	330.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	37	8	21.6	15.0	6	2	144.1																
	2018	37	8	21.6	15.0	6	2	144.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
03 Professionals	2018	29	8	27.6	20.7	6	2	133.3																
	2018	29	8	27.6	20.7	6	2	133.3	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
04 Semi-Professionals & Technicians	2018	58	14	24.1	13.3	8	6	181.5																
	2018	58	14	24.1	13.3	8	6	181.5	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																
	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	
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	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	

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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
02 Middle & Other Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
03 Professionals	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
04 Semi-Professionals & Technicians	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	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		
	2021	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	0.0		
	2021	0	0	0.0										

**Federal Contractors Program Achievement Report**

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

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2018	3	0	0.0	0.0	0	0	0.0																
	2018	3	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	0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
10 Clerical Personnel	2018	10	0	0.0	8.0	1	-1	0.0																
	2018	10	0	0.0	8.0	1	-1	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 Personnel	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	0	0	0.0	1	0.0	8.0	0.0	1	0.0	8.0	0.0		
	2021	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		
	2021	0	0	0.0			0.0	0.0				0.0		
12 Semi-Skilled Manual Workers	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				0.0		

**Federal Contractors Program Achievement Report**

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

**DST Consulting Engineers Inc**

**43353**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
	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	0
14 Other Manual Workers	2018	1	0	0.0	1.5	0	0	0.0																
	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	0	0
Total	2018	141	31	22.0	0.0	0	31	0.0																
	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	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	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			0.0	0.0		
14 Other Manual Workers	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			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			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>DST Consulting Engineers Inc</b>
<b>43353</b>

## Efforts

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

### Required measures:

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

### Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- 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.

**Additional Details**

Please provide any additional information (optional):

## 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.

**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: <http://www.infosource.gc.ca>. *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.**

- A. Name: \_\_\_\_\_
- Section/Branch: \_\_\_\_\_
- Position: \_\_\_\_\_
- Employee number: \_\_\_\_\_
- Employment status: Full-time employee
- Part-time employee
- Temporary employee



**B. Gender**Female  Male 

After reading the descriptions in each of the next three sections, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group.

**C. Aboriginal Peoples**

According to the *Employment Equity Act*, an Aboriginal person is a person who is Indian, Inuit or Métis.

**Are you an Aboriginal person?**Yes  No **D. Visible Minorities**

According to the *Employment Equity Act*, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

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

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent member of a visible minority group).

**Are you a member of a visible minority?**Yes  No

**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**  
(e.g., learning, developmental and other types of disabilities)

**Are you a person with a disability?**

Yes       No

**F. Additional Data for Accommodation Purposes**

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.

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**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

**H. Employee Comments**

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact the employment equity contact & HR Manager Joanne Rousseau by phone at 1.877.300.4800 ,237 or email [jrousseau@dstgroup.com](mailto:jrousseau@dstgroup.com).

**I. Employee Signature**

Signature: \_\_\_\_\_ 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***

## 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:	141	100
Number of questionnaires returned:	141	100
Number of completed questionnaires returned:	141	100

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

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

Observations:

- The 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

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

Observations: None

## SUMMARY OF GOALS

### Women

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

Observations: None

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
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:

- in compliance     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:** 'jrrousseau@dstgroup.com' <jrrousseau@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 Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization, you will find 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 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@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-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 re-submit.
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

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