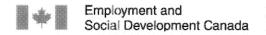
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Labour Program Federal Contractors Program

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Agreement N	Ŷ:

#### **Agreement to Implement Employment Equity**

(All sections must be completed)							
New Agreement							
Revised Agreement							
	ORG/	NIZATION					
Legal Name of Organization  Kasian Architecture Interio	r Design and Plann	ing Ltd	Parent company	is located outside	Canada	3	
				☐ Yes	✓ No		
Operating Name (if different from Legal Name	of Organization)		Business Numl	Xet			
			_ employees in Car -Time and/or Part-			233	
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit:			Federally Regulated				
http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm		st-liste-eng.htm		y Regulated			
54 Professional Services	5413		A LIGARICISM	y regulateu			
	HEA	D OFFICE					
Address (building number, street, suite, etc.)  1685 - 1500 West Georgia Street  Vancouver				Province		al Code	
***************************************		Vancouver Telephone Number		BC	TA6G	226	
		604.683.4145	;				
	P1881 A1782919	PALITEZAALE					***************************************
Name (print)	EMPLOYMENT	EQUITY CONTA	ACT		<b></b>		
Cyrus Liu		Human Resour	ces Manage	r			
Telephone Number	E-mail Address			Preferred Langua	ge of Co	xrespond	dence
604.631.4532	cyrus.liu@kasian.	com		✓ English		] Frenci	'n
	CERT	IFICATION					***************************************
The above-named organization:						***************************************	
having a combined workforce of 100 -     intending to bid on, or being in receip Supply Arrangement, valued at \$1,00 hereby certifies its commitment to implem instrument, in keeping with the Federal C please refer to: <a href="http://www.esdc.gc.ca/eng">http://www.esdc.gc.ca/eng</a> Important note: If an audit of the Agreem	t of, a federal government t 0,000 or more (including a) nent or maintain employment contractors Program require g/iabour/equality/fcp/index.	goods or services opplicable taxes)  It equity on an on- ements. For more is shtml:	contract, standir going basis, bey nformation on h	ng offer or contra yond the period o ow to implemen	of the p t emplo	rocurem syment e	nent equity
the procurement instrument(s) with the G	overnment of Canada may	de terminated.	*******************************	•••		************************	
		NATORY			***************************************		
NOTE: The signatory must be the Chief contract on behalf of the organization			an executive po	osition with legal	author	ity to sig	jn a
Name (print) Mehb Jessa		Title CFO					
Telephone Number	E-mail Address			Preferred Langu	age of C	Correspor	ndence
604.6	mehb.jessa@kasia	n.com		[7] Englis	ih	Fre	nch
Signatu	4	Date (YYYY-MM-DD	))		anna anna	***************************************	
	2018-03-14						
Privac							
The info	ected under the authority of se	ection 42 of the Emplo	oyment Equity Ac	to determine you	religibli	ty for the	Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal information vemment goods or services or	n will result in the organitracts of any value	anization's name and may also resi	being placed on th uit in the termination	ia FCP L	Limited E	ligibility t
The information you provide may be used and/ disclosures of your personal information will ne	or disclosed for policy analysis	s, research and/or eva	aluation purposes				
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> Info Source may also be accessed online at any Service Canada Centre.							
	RETURN II	STRUCTIONS					
IMPORTANT  • The signed Agreement to Implemer e-mail at: ee-eme@hrsdc-rhdcc.gc.		m must be sent to	the Labour P	rogram by			



Emploi et Développement social Canada

## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board's Contracting Policy, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) Kasian Architecture Interior Design and Planning Ltd (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) 100201, agree to the following statements:

- 1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
- 2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
- 3. I am therefore requesting an extension until (date) April 18 for the following reason(s):

(Please describe) Person originally in charge has left the firm

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: Mehb Jessa Position Title: CFO

Email address: mehb.jessa@kasian.com

Telephone number: 604.631.8244

Business address: 1685 - 1500 West Georgia Street, Vancouver, BC, V6G 2Z6

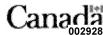
Signature: \_\_\_\_\_
Date: March 21, 2019

#### **Workforce Analysis - Summary Report**

Date: 2019-04-15

#### Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	1	0	0.0 %	27.6 %	0	0
02 : Middle and Other Managers	4	1	25.0 %	39.4 %	2	-1
03 : Professionals	61	27	44.3 %	36.9 %	23	4
04 : Semi-Professionals and Technicians	111	64	57.7 %	54.9 %	61	3
05 : Supervisors	1	1	100.0 %	52.5 %	1	0
07 : Administrative and Senior Clerical Personnel	14	7	50.0 %	80.0 %	11	-4
10 : Clerical Personnel	16	12	75.0 %	69.9 %	11	1
Total	208	112	53.9 %	52.0 %	109	3



#### **Workforce Analysis - Summary Report**

Date: 2019-04-15

#### **Aboriginal Peoples**

Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	1	0	0.0 %	3.2 %	0	0	
02 : Middle and Other Managers	4	0	0.0 %	2.7 %	0	0	
03 : Professionals	61	0	0.0 %	1.0 %	1	-1	
04 : Semi-Professionals and Technicians	111	0	0.0 %	1.2 %	1	-1	
05 : Supervisors	1	0	0.0 %	2.7 %	0	0	
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	2.3 %	0	0	
10 : Clerical Personnel	16	0	0.0 %	2.9 %	0	0	
Total	208	0	0.0 %	1.4 %	2	-2	



#### **Workforce Analysis - Summary Report**

Date: 2019-04-15

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

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	1	0	0.0 %	11.5 %	0	0
02 : Middle and Other Managers	4	1	25.0 %	17.6 %	1	0
03 : Professionals	61	23	37.7 %	28.2 %	17	6
04 : Semi-Professionals and Technicians	111	33	29.7 %	25.9 %	29	4
05 : Supervisors	1	0	0.0 %	49.6 %	0	0
07 : Administrative and Senior Clerical Personnel	14	4	28.6 %	34.0 %	5	•
10 : Clerical Personnel	16	4	25.0 %	39.0 %	6	-2
Total	208	65	31.2 %	28.0 %	58	7



#### **Workforce Analysis - Summary Report**

Date: 2019-04-15

#### Persons with Disabilities

Persons with Disabilities							
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	5	0	0.0 %	5.0 %	0	0	
03 : Professionals	61	0	0.0 %	8.9 %	5	-5	
04 : Semi-Professionals and Technicians	111	2	1.8 %	7.6 %	8	-6	
05 : Supervisors	1	0	0.0 %	27.5 %	0	0	
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	10.0 %	1	-1	
10 : Clerical Personnel	16	0	0.0 %	9.3 %	1	-1	
Total	208	2	1.0 %	8.3 %	15	-13	



#### **Workforce Analysis - Summary Report**

Date: 2019-04-15

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



#### **Workforce Analysis - Summary Report**

Date: 2019-04-15

#### WFA Defaults - Persons with Disabilities

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



Data from Firs	st/Previous Wo	rkforce Analysis
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Data from Su	bsequent/Curro Analysis	ent Workforce
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Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2019	04	15

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

		Ī	Гable 1: Women	
		First/Pro	evious Workforce A	Analysis
F1	aument Faulty Occupational Crown (FFOC)	All Employees	Won	nen
cmp	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	27.6
02	Middle & Other Managers	4	1	39.4
03	Professionals	61	27	36.9
04	Semi-Professionals & Technicians	111	64	54.9
05	Supervisors	1	1	52.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	14	7	80.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	16	12	69.9
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		208	112	52.0

,	Гable 5: Women	
Subsequent	/Current Workford	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
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0	0	0.0
0	0	0.0

* Source:		

	S																																	

Data from First	t/Previous Wo	rkforce Analysis
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Data from Su	bsequent/Curro Analysis	ent Workforce
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2019	04	15
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples							
		First/Pr	evious Workforce	Analysis							
E-mal.	ournant Fauity Occupational Cycup (FFOC)	All Employees	Aboriginal Peoples								
cmp	oyment Equity Occupational Group (EEOG)		Representation	Availability*							
		#	#	%							
01	Senior Managers	1	0	3.2							
02	Middle & Other Managers	4	0	2.7							
03	Professionals	61	0	1.0							
04	Semi-Professionals & Technicians	111	0	1.2							
05	Supervisors	1	0	2.7							
06	Supervisors: Crafts & Trades	0	0	0.0							
07	Administrative & Senior Clerical Personnel	14	0	2.3							
08	Skilled Sales & Service Personnel	0	0	2.9							
09	Skilled Crafts & Trades Workers	0	0	0.0							
10	Clerical Personnel	16	0	0.0							
11	Intermediate Sales & Service Personnel	0	0	0.0							
12	Semi-Skilled Manual Workers	0	0	0.0							
13	Other Sales & Service Personnel	0	0	0.0							
14	Other Manual Workers	0	0	0.0							
Total		208	0	1.4							

Table	6: Aboriginal Pe	eoples
Subsequent	t/Current Workforc	e Analysis
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	0/0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
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0	o	0.0
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0	0	0.0
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* Source		
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*	Sou	rce	:									
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Data from Firs	st/Previous Wo	orkforce Analysis
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Data from Si	ubsequent/Curre Analysis	ent Workforce
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2019	04	15
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

		Table 3: Me	embers of Visible	Minorities :
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
cmbi	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	11.5
02	Middle & Other Managers	4	1	17.6
03	Professionals	61	23	28.2
04	Semi-Professionals & Technicians	111	33	25.9
05	Supervisors	1	0	49.6
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	14	4	34.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	16	4	39.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		208	65	28.0

Subsequent/Current Workforce Analysis			
All Employees	Members of Visible Minorities		
	Representation	Availability*	
#	#	%	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
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* Source:		
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Data from Fir	st/Previous Wor	kforce Analysis
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Data from Sul	bsequent/Curre Analysis	ent Workforce
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2019	04	15
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Dis	sabilities
		First/Pr	evious Workforce A	nalysis
Emala	www.t Fauity Ossunational Crown (FFOC)	All Employees	Persons with	Disabilities
cmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	5	0	5.0
03	Professionals	61	0	8.9
04	Semi-Professionals & Technicians	111	2	7.6
05	Supervisors	1	0	27.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	14	0	10.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	16	0	9.1
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		208	2	8.3

	Persons with Dis /Current Workforc	
All Employees	Persons with	
	Representation	Availability*
#	#	%
0	0	0.0
0	o	0.0
0	0	0.0
0	o	0.0
0	ol	0.0
0	0	0.0
0	0	0.0
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## Part 2: Flow Data Analysis

#### Kasian Architecture Interior Design and Planning Ltd

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

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

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

#### Part 2: Flow Data Analysis

#### Kasian Architecture Interior Design and Planning Ltd

43570

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

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

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Data from Form 5 - Employees

Promoted

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Data from Form 4 - Employees Hired

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Data from Form 6 - Employees Terminated

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		₩	Ψ	₩	₩
		Table 2: Aboriginal Peoples			
		Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
) [	Senior Managers	0	0	0	0
)2	Middle & Other Managers	0	0	0	0
)3	Professionals	0	0	0	0
)4	Semi-Professionals & Technicians	0	0	0	0
)5	Supervisors	0	0	0	0
)6	Supervisors: Crafts & Trades	0	0	0	0
)7	Administrative & Senior Clerical Personnel	0	0	0	0
8(	Skilled Sales & Service Personnel	0	0	0	0
)9	Skilled Crafts & Trades Workers	0	0	0	0
0	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
4	Other Manual Workers	0	0	0	0

Total

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

Table 10: Aboriginal Peoples				
Full-time / National		Part-time	/ National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
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0	0	0	0	

#### Part 2: Flow Data Analysis

#### Kasian Architecture Interior Design and Planning Ltd

43570

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

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

Data from Form 4 - Employees Hired

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Data from Form 6 - Employees Terminated

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

Full-time / National		Part-time / National		
All Employees Promoted Persons with Disabilities Promoted		All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
al	n	0	A	

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

#### Part 2: Flow Data Analysis

#### Kasian Architecture Interior Design and Planning Ltd

43570

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

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

Ψ	Ψ.	Ψ.	4
	1	i i	- 1
	H	red	
	***		
Data			projeco
Data	from Fori	m 4 - Fmi	niovees

## Data from Form 5 - Employees Promoted

Table 8:	Members (	of Visible N	linorities
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

## Data from Form 6 - Employees Terminated

Full-time	: / National	Part-time	/ National
All Employee 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

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

	Data for First/Previous Goals																		
A B	С	D	E	F	G	Н	I	I J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	THE PARTY OF THE P	From Flow Data Analysis & Workforce Analysis <sup>3</sup>	Data Entry	C x H x 3	***	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) ~ ((C + F) x Q)	K → C	(K - M + O) ÷ (C + F)
455500000000000000000000000000000000000	Ţ	Ţ	Ţ	Ţ	1	Ţ	Ţ	Ļ	Ţ	Ţ	ţ	Ţ	Ţ	Ţ	Ţ	J	Ţ	Ţ	1
									Table 1: Women										
									First	Previous St	iort-term G	oals							
				All Em	ployees										omen				
	Number	Gree	eth (New Posit	ions)	Turnover (R	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires	3 Yea						
<b>Employment Equity Occupational</b>								Anticipated		Terminated		Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD	<u> </u>		Over 3	7771-7777		Availability Present 6		Gap	Representation	Representation in 3 Years
	2019-04-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-04-15	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	9/a	#	н	Ħ	%	#	H	H	9/0	%	ž	H	%	0/0
01   Senior Managers		-100.0%	5.0%	. ()	0.0%	15.0%	()	0	(	15.0%	0	. 0	()	,,,,	27.6%		0	0.0%	0.0%
02 Middle & Other Managers	4	-100.0%	5.0%	1	0.0%	15.0%	2	3	1	15.0%	0	1	i	40.0%	39.4%	-1	0	25.0%	40.0%
03 Professionals	61	-100.0%	5.0%	9	0.0%	15.0%	27	36	27	15.0%	12	11	0		36.9%	4	-11	44.3%	21.4%
04 Semi-Professionals & Tech	111	-100.0%	5.0%	17	0.0%	15.0%	50	67	64	15.0%	29	35	0		54.9%	3	-35	57.7%	27.3%
05 Supervisors	1	-100.0%	5.0%	0	0.0%	15.0%	0	0	1	15.0%	0	0	0		52.5%	0	0	100,0%	100.0%
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	14	~100,0%	5.0%	2	0.0%	15.0%	6	8	7	15.0%	3	9	4	50,0%	80.0%	-4	-5	50.0%	50.0%
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	16	-100.0%	5.0%	2	0.0%	15.0%	7	9	12	15.0%	5	6	0		69.9%	. 1	-6	75.0%	38.9%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	<u> </u>	0.0%	0	0	#DIV/0!	#DIV/0!
Total	208	-100.0%	1	0	0.0%		0	0	112	0.0%	0	-4	0		52.0%	4	4	53.8%	53.8%

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

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

				Table 2: Women
Employment Equity Occupational		Women		
Group (EEOG)	Short-ter	m Goals L	ong-term Goals	Comments
	Ħ	%	# %	
01 Senior Managers	0	0.0	0.0	
02 Middle & Other Managers	1	40.0	1 40.0	
03 Professionals	0		0	
04 Semi-Professionals & Tech	0		0	
05 Supervisors	0		0	
06 Supervisors: Crafts & Trades	0		0	
07 Administrative & Sr Clerical	4	50.0	0 50.0	
08 Skilled Sales & Service	0		0	
09 Skilled Crafts & Trades	0		0	
10 Clerical Personnel	0		0	
11 Intermediate Sales & Service	0		0	
12 Semi-Skilled Manual	0		0	
13 Other Sales & Service	0		0	
14 Other Manual Workers	0		0	
Total	0	0.0	0.0	

									Data for First/Previous Goals											
A B	C [	D	E	F	G	Ħ	1	j	K	L	М	N	0	P	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce	(K - M + (C + F) x Q)	K ∻ C	(K - M + O) ÷ (C + F)	
	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<b>↓</b>	<u> </u>	<b>↓</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>↓</b>	<u> </u>	<u> </u>	1	1	<u> </u>	
									Table 3: Aboriginal Peoples First/Previous Short-term Goals											
									First/	Previous St	iort-term G	oals			1.0					
				All Em						<b>.</b>		·		ADOFIGI r Goals	nal Peoples	T	T			
	Number	Grov	wth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires		r Goals n - To						
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	cted	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	(Employees)	Required		- 1111	Present	Present Gap	Projected	Present	Projected Representation in 3	
Group (EEOG)	2019-04-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-04-15	Annually	Over 3 Years	Over 3 Vears	2019	2022	Availability		Gap	Representation	Years	
	Ħ	9/6	%	Ħ	%	9/0	#	Ħ	Ħ	%	H	#	#	%	%	#	#	%	%	
01 Senior Managers	1	-100.0%	5.0%	0	0.0%	15.0%	0	0	()	15.0%	0	0	0		3.2%	0	0	0.0%	0.0%	
02 Middle & Other Managers	4	-100.0%	5.0%	1	0.0%	15.0%	2	3	0	15.0%	0	0	0		2.7%	0	0	0.0%	0.0%	
03 Professionals	61	-100.0%	5.0%	9	0.0%	15.0%	27	36	0	15.0%	0	1	0	1.0%	1.0%	-1	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	111	-100.0%	5.0%	17	0.0%	15.0%	50	67	0	15.0%	0	2	1	2.0%	1.2%	-1	-1	0.0%	0.8%	
05 Supervisors	1	-100.0%	5.0%	0	0.0%	15.0%	0	0	0	15.0%	0	0	0		2.7%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades		0.0%		0	0.0%		0	0	0	0.0%	0	0	U		0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	14	-100.0%	5.0%	2	0.0%	15.0%	6	8	0	15.0%	0	0	0		2.3%		0	0.0%	0.0%	
08 Skilled Sales & Service 09 Skilled Crafts & Trades	0	0.0%		0	0.0% 0.0%		0	0	()	0.0%	0	0			2.9% 0.0%		0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!	
10 Clerical Personnel	16	-100.0%	5.0%	2	0.0%	15.0%	7	0	0	15.0%	0				0.0%		0	#DIV/0: 0.0%	%DIV/0! 0.0%	
11 Intermediate Sales & Service	10	0.0%	3.070	, n	0.0%	13.070	, n	0	0	0.0%	0	l "	0		0.0%			#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	ő	0.0%		ا	0.0%		n	0	l 6	0.0%	"	"	I 0		0.0%		1 0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	n n	0.0%		ام	0.0%		n	0	0	0.0%	"	"	1 0		0.0%		n	#DIV/0!	#DIV/0!	
14 Other Manual Workers	ő	0.0%		0	0.0%		0	0	0	0.0%	ه ا	0	1 0		0.0%		ő	#DIV/0!	#DIV/0!	
Total	208	-100.0%		0	0.0%		0	0	0	0.0%	0	3	0		1.4%	-3	-3	0.0%	0.0%	

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

					Table 4: Aboriginal Peoples
Employment Equity Occupational		Aborigina			
Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
	Ħ	%	Ħ	%	
01 Senior Managers	0		(		
02 Middle & Other Managers	0		(		
03 Professionals	0	1.0	(	0,1	
04 Semi-Professionals & Tech	I	2.0		2.0	
05 Supervisors	0		(	)  [	
06 Supervisors: Crafts & Trades	0		(	) [	
07 Administrative & Sr Clerical	0		(	) [	
08 Skilled Sales & Service	0		(	ol I	
09 Skilled Crafts & Trades	0		(	)  [	
10 Clerical Personnel	0		(	)  [	
11 Intermediate Sales & Service	0		(	)  [	
12 Semi-Skilled Manual	0		(	) [	
13 Other Sales & Service	0		(	) [	
14 Other Manual Workers	0		(		
Total	0	0.0	(	0.0	

									Data 1	or First/I	revious (	Toals							
•																			
AB	С	D	E	F	G	H	I	J	K	L	М	N	0	P	Q	R	S	r	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	,	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>3</sup>	Data Entry	********************************	T I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) ~ ((C + F) × Q)	K → C	(K - M + O) ÷ (C
1	<u> </u>		<u> </u>	<u> </u>	<u> </u>		1	↓		<u> </u>	<u>↓</u>	<u> </u>	<u> </u>	- ↓	<u> </u>	<u> </u>	<u> </u>	↓	<u>↓</u>
										Persons									
				A 22 E2					FIFSI/	Previous SI	iort-term G	oais			th Disabilitie				
				All Ell	ployees			1		1		1			in Disabilitie	<b>S</b>			
	Number	Gree	wth (New Posit	ions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational			Proj				ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To -YYYY	Present	Present Gan	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Froj		Actual	rrej		Years	YYYY-MM-DD		Т	Over 3	1111	-1111	Availability	rresent Gap	Gap	Representation	Years
	2019-04-15	Annually	Annually	Over 3 Vears	Annually	Annually	Over 3 Years		2019-04-15	Annually	Over 3 Years	Vears	2019	2022					
	#	%	%	#	%	%	#	#	#	%	H	#	#	%	%	#	#	%	0/9
01/02 Managers	5	-100.0%	5.0%	1	0.0%	15.0%	2	. 3	()	15.0%	0	0	(		5.0%	(	0	0.0%	0.0%
03 Professionals	61	-100.0%	5.0%	9	0.0%	15.0%	27	36	0	15.0%	0	6	3	8.9%	8.9%	-5	-3	0.0%	4.3%
04 Semi-Professionals & Tech	111	-100.0%	5.0%	17	0.0%	15.0%	50	67	2	15.0%	1	9	9	8.0%	7.6%	-6	-4	1.8%	4.7%
05 Supervisors	1	-100.0%	5.0%	0	0.0%	15.0%	0	0	0	15.0%	0	0	(	)	27.5%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	,	0	0.0%	15.0%	0	0	0	15.0%	0	0	0	1	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	-100.0%	5.0%	2	0.0%	15,0%	6	8	0	15.0%	0	2	1	10.0%	10.0%	-1	-1	0.0%	6.3%
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	#DIV/0!	#DIV/0!
10 Clerical Personnel	16	-100.0%	5.0%	2	0.0%	15.0%	7	9	0	15.0%	0	2	1	9.3%	9.3%	-1	-1	0.0%	5.6%
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	( c		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	()	0.0%	0	0	(	)	0.0%	- 0	0	#DIV/0!	#DIV/0!
Total	208	-100.0%		- 0	0.0%		0	0	2	0.0%	0	15	0	ol .	8.3%	-1.5	-15	1.0%	1.0%

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

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

	Workforce Finallysis; - 2) x 10					
						Table 6: Persons with Disabilities
	syment Equity Occupational	P	ersons with E	Disabilities		
		Short-ter	m Goals	Long-ter	m Goals	Comments
Grou	(EEOG)	#	%	#	%	
01/02	Managers	0		0		
03	Professionals	3	8.9	3	8.9	
04	Semi-Professionals & Tech	5	8.0	6	8.0	
05	Supervisors	0		0		
06	Supervisors: Crafts & Trades	0		0		
07	Administrative & Sr Clerical	1	10.01	- 1	10.0	
08	Skilled Sales & Service	0		0		
: :	Skilled Crafts & Trades	0		0		
	Clerical Personnel	1	9.3	- 1	9.3	
	Intermediate Sales & Service	0		0	<u> </u>	
1 1	Semi-Skilled Manual	0		0		
	Other Sales & Service	0		0	L.	
	Other Manual Workers	0		0		
Total		0	0.0	0	0.0	

									Data for First/Previous Goals										
A B	С	D	T E	F	G	H		J	K	L	M	N	0	P	0	T R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) ~ ((C + F) × Q)	K ∻ C	(K - M + O) ÷ (C + F)
	<u> </u>		<u> </u>		<u> </u>		<u> </u>	<u> </u>	<u> </u>		<u> </u>	<u> </u>	↓	↓				<u> </u>	
									Table 7: Members of Visible Minorities  First/Previous Short-term Goals										
				AH E.	aplovees				First	Previous St	iort-term G	oais	N I	ambara af V	isible Minori	+i			
				Auto	<del></del>		*						3 Year		isibic Millori	ues .			
	Number	Grov	wth (New Posit	ions)	Turnover (Re	placement of Employees)	Lerminated	Anticipated	Number		eplacement of	Hires	From						Projected
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY		Present Availability	Present Gap	Projected Gap	Present	Projected Representation in 3
Group (EEOG)	2019-04-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-04-15	Annually	Over 3 Years	Vears	2019	2022	Avanaomy			Representation	Years
	Ħ	%	%	Ħ	%	%	Ħ	#	Ħ	%	H	#	#	%	%	#	Ħ	%	9/6
01 Senior Managers	1	-100.0%	5.0%	(	0.0%	15.0%	0	0	()	15.0%	0	0	0		11.5%	- 0	0	0.0%	0.0%
02 Middle & Other Managers	4	-100.0%	5.0%	1	0.0%	15.0%	2	3	1	15.0%	0	0	0		17.6%	0	0	25.0%	20.0%
03 Professionals	61	-100.0%	5.0%	9	0.0%	15.0%	27	36	23	15.0%	10	7	0		28.2%	6	-7	37.7%	18.6%
04 Semi-Professionals & Tech	111	-100.0%	5.0%	17		15.0%	50	67	33		15	15	0		25.9%	4	-15	29.7%	14.1%
05 Supervisors 06 Supervisors: Crafts & Trades	1	-100.0% 0.0%	5.0%		0.0%	15.0%	0	0	0	15.0%	0	0	0		49.6% 0.0%	0	0	0,0% #DIV/0!	0.0% #DIV/0!
07 Administrative & Sr Clerical	14		5.0%		0.0%	15.0%	6		) 4	0.0% 15.0%	2	3	3	34.0%	34.0%	V	0	#DIV/0: 28.6%	31.3%
08 Skilled Sales & Service	0	0.0%	1	í	0.0%	12,070	0	0	0	0.0%	- ô	0	0	.54.07.0	0.0%		0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	Ő	0.0%		(	0.0%		0	ő	ľ	0.0%	ő	0	0		0.0%	٥	ľ	#DIV/0!	#DIV/0!
10 Clerical Personnel	16	-100.0%	5.0%		0.0%	15.0%	7	9	4	15.0%	2	5	4	39.0%	39.0%	-2	-1	25.0%	33.3%
11 Intermediate Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	208	-100.0%			0.0%		0	0	65	0.0%	0	-7	0		28.0%	7	7	31.3%	31.3%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + (100 analysis) + (

					Table 8: Members of Visible Minorities
Employment Equity Occupational		nbers of Visil			
Group (EEOG)	Short-ter	rm Goals	Long-terr	m Goals	Comments
01 Senior Managers	0		0		
02 Middle & Other Managers	0		0		
03 Professionals	0		0	ľ	
04 Semi-Professionals & Tech	0		0		
05 Supervisors	0		0	ľ	
06 Supervisors: Crafts & Trades	0		0		
07 Administrative & Sr Clerical	3	34.0	0	34.0	
08 Skilled Sales & Service	0		0		
09 Skilled Crafts & Trades	0		0		
10 Clerical Personnel	4	39.0	0	39.0	
11 Intermediate Sales & Service	0		0		
12 Semi-Skilled Manual	0		0	L	
13 Other Sales & Service	0		0		
14 Other Manual Workers	0		0		
Total	0	0.0	0	0.0	

									Data for	Subseque	nt/Currei	nt Goals							
A B	C	<u> D</u>	E	F	G	II		<u> </u>	K	L	M	N	0	P		R	<u> </u>	T	<u> </u>
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	* I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) × Q)	K + C	(K - M + O) ÷ (C + F)
Salasioner communication in communicatio	<b>1</b>	Ţ	ţ	Ţ	\$	<b>T</b>	<u> </u>	t l	ţ	J	į	į	ţ	ţ	<u> </u>	J	J	<u> </u>	<u> </u>
										Table 9:									
									Subsequ	ent/Current	Short-tern	n Goals							
		т		All En	ployees										omen	T	1		
	Number	Gro	sth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires	3 Yea						
Employment Equity Occupational								Anticipated Hires Over 3		Terminated	(Employees)	Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Years	YYYY-MM-DD			Over 3	7111	- 1111	Availability	rresent Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	9/4	%	и	%	9/0	ti	#	11	%	и	ti.	ti.	%	%	#	#	%	%
01 Senior Managers	0	-100.0%	-	- 0	0.0%		0	0	()	0.0%	0	()	()		0.0%		0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	0	~100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%	l	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	. 0	) 0	#DIV/0!	#DIV/0!

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

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

	workiorce Analysis) = 2) x 100	· ·			
					Table 10: Women
Emplo	yment Equity Occupational		Women		
	(EFOG)	Short-terr	n Goals   Long-ter	rm Goals	Comments
			%	%	
01 8	Senior Managers		0.0	0.0	
02 N	Middle & Other Managers		0.0	0.0	
03 I	Professionals		0.0	0.0	
04   8	Semi-Professionals & Tech		0.0	0.0	
05 8	Supervisors		0.0	0.0	
06 8	Supervisors: Crafts & Trades		0.0	0.0	
07 /	Administrative & Sr Clerical		0.0	0.0	
08 5	Skilled Sales & Service		0.0	0.0	
09 8	Skilled Crafts & Trades		0.0	0.0	
10 0	Clerical Personnel		0.0	0.0	
11 1	Intermediate Sales & Service		0.0	0.0	
12 8	Semi-Skilled Manual		0.0	0.0	
13 (	Other Sales & Service		0.0	0.0	
14 (	Other Manual Workers		0.0	0.0	
Total			0.0	0,0	

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	<u> </u>	F	G	II			K	L	M	N	0	P	<u> </u>	R	<u> </u>	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	* I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) ~ ((C + F) x Q)	K ⊕ C	(K - M + O) ÷ (C + F)
\$1000000000000000000000000000000000000	<u> </u>	Ţ	Ţ	1	1	1	1	ļ	1	Į	ţ	Į	<b>1</b>	<u> </u>	1	Ţ	1	1	T
										11: Abor									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	ployees										nal Peoples	T	T		
	Number	Grov	wth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires	3 Yea						
<b>Employment Equity Occupational</b>								Anticipated Hires Over 3		Terminated	Employees)	Required		a - To	Present		Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Pro	ected	Actual	Proj	ected	Years	YYYY-MM-DD			Over 3	1111	-	Availability	Present Gap	Gap	Representation	Vears
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	##	%	%	н	%	%	Ħ	H	H	%	н	H	и	%	%	ž	tt	%	9/9
01 Senior Managers	()	-100.0%		- 0	0.0%		()	0	()	0.0%	0	()	0		0.0%	()	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%	,	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	0	~100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	. 0	0	#DIV/0!	#DIV/0!

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

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

				Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal Peoples		
Group (EEOG)	Short-teri	m Goals   Long-ter	rm Goals	Comments
		%	%	
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	
Total		0.0	0.0	

									Data for	Subseque	nt/Currei	it Goals							
A B	С	<u> </u>	E	F	G	H			K	L	М	N	0	P	Q	R	S	T	L. U.
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>7</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F ♣ I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) ~ ((C + F) x Q)	K ⊕ C	(K - M + O) ÷ (C + F)
		1	↓	<u> </u>	<u> </u>		↓	<b>↓</b>	<u> </u>	Ų.	4	<b>4</b>	<b>4</b>	↓	<u> </u>	1	1	<u> </u>	<u> </u>
										: Persons									
				* ** ***	aplovees				Subsequ	ent/Current	Short-tern	1 Goals		n	th Disabilitie				
				All El	<u> </u>			1		<b>.</b>				ir Goals	и різаршие	<u> </u>	т		
	Number	Grov	wth (New Posit	tions)	l urnover (R	eplacement of Employees)	f Terminated		Number	Turnover (Re		Hires		m - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- 1111	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years		T	Availability	·	Gap	Representation	Years
		Annually	Annually	Vears	Annually	Annually	Years			Annually	Years		0	3					
	Ħ	%	%	Ħ	%	%	#	H	#	%	H	Ħ	Ħ	%	%	Ħ	#	%	0/4
01/02 Managers	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0		)	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0	•	)	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech 05 Supervisors	0	-100.0% -100.0%			0.0%		0	0		0.0%	0	0	1	)	0.0% 0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
05 Supervisors 06 Supervisors: Crafts & Trades	0	0.0%		,	0.0%		"	0		0.0%	0	0		(	0.0%		0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%			0.0%		1 0	0	1 6	0.0%	0	0		ĺ	0.0%	1 6	ľ	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		ì	0.0%		Ö	ő	0	0.0%	ŏ	, o		)	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	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0		)	0.0%	, 0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(	0.0%		0	0	0	0.0%	0	0		)	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%			0.0%		0	0	0	0.0%	0	0	1	)	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

	F				Techa 14, December of the Direct Western
					Table 14: Persons with Disabilities
Emple	syment Equity Occupational		ersons with Disabilities		
	(EEOG)	Short-teri	n Goals   Long-ter	m Goals	Comments
			%	%	
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	
Total			0.0	0.0	

									Data for	Subseque	nt/Currei	nt Goals							
ABB	С	D	E	F	G	Н			K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	7. TO THE TOTAL TOTAL TO THE TH	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F → I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) × Q)	K ⊕ C	(K - M + O) ÷ (C + F)
3-12-10-10-10-1-10-10-10-10-10-10-10-10-10-1	1	Ţ	1	1	<u> </u>	<b>J</b>	1	Ţ	<u> </u>	J.	Ţ	<u> </u>	<u> </u>	<u> </u>	1	J	1	Ţ	<u> </u>
								1	Table 15: N				'S						
				1 H E	plovees				Subsequ	ent/Current	Short-tern	n Goals		ambara af Y	isible Minori				
				Anta	Turnover (R)		T			T		T	3 Yes		ISIDIC MINOR	lues	T		
	Number	Grov	oth (New Posit	ions)		:pracement or Employees)	rermmatea	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected		YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)				Over 3	Annually	Annually	Over 3	Years		Annually	Over 3	Years	0	3	Avanaonny		Gap	Kepresentation	Years
	444	Annually	Annually	Years			Years				Years		"						
	#	9/4	%	Ħ	%	%	#	H	#	%	#	#	#	%	%	#	#	%	9/6
01 Senior Managers 02 Middle & Other Managers	0	-100.0% -100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0% 0.0%		()	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
02 Middle & Other Managers 03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	ő	0	0.0%	0	0	Ĭ		0.0%	Ĭ	o o	#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	0	~100.0%		0	0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/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		1	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	-	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		1 0	0.0%		0	0	0	0.0%	0	1 0		1	0.0%	1 (	0	#DIV/0!	#DIV/0!

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

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

	workiorce Analysis) = 2) x 10	· ·			
					Table 16: Members of Visible Minorities
17	loyment Equity Occupational	Mem	bers of Visible Minorit	ties	
	in (EFOG)	Short-teri	m Goals   Long-ter	rm Goals	Comments
			6/6	%	
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	
Total			0.0	0.0	

#### Federal Contractors Program Achievement Report Part 4: Results - Women Kasian Architecture Interior Design and Planning Ltd 43570 В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2; Flow E + DDxG E + H $V \circ U \, x$ E - H Data K x G = 100 U x F = 100 V - X Workforce Workforce Workforce L-N Data O + P x 100 P x F + 100 Q - S Data Data sources: x 100 x 100 +100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Women Women Women Women All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Difference Actual Actual Gap Expected Expected Difference Expected Difference % % % % 2019 0 0.0 27.6 0.0 01 Senior Managers Û 0.0 0.0 0.0 0.0 0.0 0.0 0 0 0 0 Middle & Other 2019 25.0 39.4 63.5 02 Managers 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 27 2019 44.3 36.9 23 120.0 03 Professionals 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 111 64 57.7 54.9 105.0 2019 61 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 100.0 52.5 190.5 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T 1 Ţ T 1 1 T **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0 0.0 40.0 0.0 0.0 40.0 0.0 0.0 02 Managers 0.0 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 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 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 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0 0.0

#### Federal Contractors Program Achievement Report Part 4: Results - Women Kasian Architecture Interior Design and Planning Ltd 43570 В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \circ U \, x$ Data U x F = 100 Workforce Workforce Workforce E-H K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Women Women Women Women All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Gap Expected Difference Actual Expected Difference Expected Difference % % % % Administrative & 2019 50.0 80.0 11 62.5 Senior Clerical 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 12 69.9 107.3 75.0 11 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 50.0 0.0 0.0 50.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 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 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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$A^{\frac{1}{2}}$ $B$	C	D	E	F	G	H		jJ	K	Ĭ. L.	M	N	0	P	<u> </u>	R	S	Ţ	L.	V		X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E+D x 100	Part 1: Workforce Analysis	D x G + 100	E - N	E+H x100	Part 2; Flow Data Analysis	Part 2: Flow Data Analysis	L + K × 100	K x G + 100	L - N	Part 2; Flow Data Analysis	Part 2: Flow Data Q Analysis	+ P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F + 100	V - X
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Employment Equity					orce An									т	Flow D				т				
Occupational Group	Year			W	orkforce wo						Hires	omen			Pro	omotior w	1S omen				rminatio W	omen	
(EEOG)		All Employees	Represen	tation	Avail		Gap	EE Result	All Employee	S Act	Expected	Difference	All Employees	Actua		Expected	Difference	All Employee	Acti		Expected	Difference	
Total at an i	2010	#	%	# 0	#	%	4	*	H	"	#	%	*	H	ų.	*	9/6	,,	#				
13 Other Sales & Service Personnel	er Sales & Service   2019   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	2019	0	0	0.0	0.0	0	0	0.0							1					4			
	2019	208	0 112	0.0 53.8	0.0 52.0	0 108	0	0.0 103.6	(	0	0.0	0	0	0	0	0.0	0	0	(	0	0.0	0	0
Total	0	200 0	0	0.0	0.0		0	0.0	(	) 0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	0
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	+ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F+1x 100	Part 3: Goals	Ë÷ K x 100	Part 3: Goals	F → M x 100											
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		New	Entran	ts				G	oals														
Employment Equity	Year	F	low Data			Short-ter		S		Long-ter								_					
Occupational Group (EEOG)		All Employees	Wom		Goal	Wo Percent of	men Goal	Percent of	Goal	Won Percent of	Goal	Percent of					(	Commen	ts				
				%	tivai s	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Other Sales & Service		0	0	0.0	0	0.0	0.0		,		0.0												
13 Personnel	3	0	0	0.0			0.0				0,0												
14 Other Manual Workers	0 3	0	0	0,0 0.0	0	0.0	0.0		(	0.0	0.0	0.0											
Total	0	0 0	0	0.0	0	0.0	0.0	0.0	(	0.0	0.0	ļ											

#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Kasian Architecture Interior Design and Planning Ltd 43570 B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \circ U_{2}$ E - H U x F = 100 Workforce Workforce Workforce Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % 2019 0 0.0 3.2 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 Middle & Other 2019 0 0.0 2.7 0.0 02 Managers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0 0.0 1.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 2019 111 0.0 1.2 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 2.7 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 2.0 0.0 0.0 2.0 0.0 Semi-Professionals & Technicians 0 0.0 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 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Kasian Architecture Interior Design and Planning Ltd 43570 B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T J T 1 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % 2019 0 0.0 2.3 0.0 Administrative & Senior Clerical 0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 Skilled Sales & 2019 0 0.0 2.9 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 Skilled Crafts & 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 Semi-Skilled Manual 0.0 Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 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 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E+D x100	Part 1: Workforce Analysis	D x G + 100	E - 11	E + H x 100	Part 2; Flow Data Analysis	Part 2: Flow Data Analysis	L + K × 100	K x G + 100	L - N	Part 2; Flow Data Analysis	Part 2: Flow Data Q Analysis	÷ P x 100	P x F = 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	UxF + 100	V - X
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Employment Equity			V		rce An						***			T	Flow D								
Occupational Group	Year			W	orkforce Aborigina						Hires Aborigi	nat Peoples		All Employees	Pr	omotior Aberigi	nal Peoples			1 e	rminatio Aberigir	nal Peoples	
(EEOG)	All Employees															ıl	Expected	Difference	All Employees	Act		Expected	Difference
Other Sales & Service	er Sales & Service   2019   0   0   0.0   0.0   0   0   0.0															*.	#	*	a a	*		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Personnel	onnel 0 0 0 0,0 0,0 0 0 0,0 0 0 0,0 0															0.0	0	0	C	0	0.0	0	0
14 Other Manual Workers	2019 0	0	0	0.0	0.0	0	0	0.0	ſ	) 0	0.0	0	ſ	) 0	0	0.0	0	n		0	0,0	ı o	0
Total	2019	208	0	0.0	1.4	3	-3	0.0					V	, v	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			V	·				
	0	0	0	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 E Analysis	+ D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F+1x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F → M x 100											
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			Entran	is		C1	0.0		oals														
Employment Equity Occupational Group	Year	r	Aboriginal	Peoples		Short-ter Aborigin		•		Long-ter Aborigina							(	Commen	ts				
(EEOG)		All Employees	Actus	ıl	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	u	4	%	ä	%	%	%	#	%	9/4	%											
Other Sales & Service Personnel	0 3	0	0	0.0	0	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	(	0,0	0.0	0.0											
	3 0	0	0	0.0	0	0.0	0.0	0.0	(	0.0	0.0	0.0											
Total	3	0	0	0.0	V	7.0	0.0	0.0	,		0.0	0.0											

									Feder	al Contr	actors	Progra	m Achie	vement	Report									
										Part 6: R	esults -	Person	s with <b>E</b>	isabilit	ies									
									Kasian	Archite	cture In	terior l	Design a	nd Plar	ning Lt	d								
												43570	1											
A	B	C	D	E	F	G	Н	I	J	K	L	М	N	O	P	Q	R	S	T	U	l v	W	X	Y
3343341Gerident	######################################	***************************************	Part I:	Part 1:	E+D	Part 1:		**************************************	E+H	Part 2; Flow	Part 2: Flow	/	***************************************	***************************************	Part 2; Flo	Part 2: Flov	**************************************	***************************************	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Part 2: Flow	Part 2: Flow	V + U x	**************************************	***************************************
Data so	urces:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	D x G + 100	E-H	x 100	Data Analysis	Data Analysis	L÷K ×100	K x G + 100	L - N	Data Analy		Q + P x 10	PxF+100	Q-S	Data Analysis	Data Analysis	100	UxF+100	V - X
£			<b>.</b>	1	Ţ	<b>1</b>	J.	Į.	1	J	1	1	1	J	1	1	J	1	<u> </u>	λ	<u> </u>	1	Į.	L L
Emn	loyment Equity			V		rce An						***			т —		Data A				T.			
	pational Group	Year				orkforce Persons with		s				Hires Persons w	ith Disabilitie	•			Promotio Persons v	ns (ith Disabilitie	·s			minatio Persons w	ONS ith Disabilitie	
(EEC	)G)		All Employees	Represen		Avails		Gap	EE Result	All Employees	Ae	tual	Expected	Difference	All Employ	200	ctual	Expected	Difference	All Employees	Actu		Expected	Difference
01&		# 2019	5	# 0	0.0	% 5.0	# ()	# 0	0.0	#	"	*6	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	#	"	*	%	#	#	ı,	*	%	,	*
02	Aanagers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		o	0 (	0.0	0	0	0	0	0.0	0	0
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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Kasian Architecture Interior Design and Planning Ltd 43570 B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T J T 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % 2019 0 0.0 10.0 0.0 Administrative & Senior Clerical 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 9.3 0.0 0.0 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Occupational Group Persons with Disabilities Persons with Disabilities Comments Disabilities All Employees (EEOG) Percent of Percent of Percent o Percent of Goal Goal Actual Goal Goal Goal Met Goal Met Goal Met Goal Met # % 9/4 % % % % % Administrative & 0 0.0 10.0 0.0 0.0 10.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 () 0.0 9.3 0.0 0.0 9.3 0.0 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Kasian Architecture Interior Design and Planning Ltd 43570 B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \circ U_{2}$ E - H U x F = 100 Workforce Workforce Workforce Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % 2019 0 0.0 11.5 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0 0 Middle & Other 2019 25.0 17.6 142.0 02 Managers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 23 37.7 28.2 17 133.7 03 Professionals 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 111 33 29.7 25.9 29 114.8 2019 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 0 0.0 49.6 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T 1 Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0.0 02 Managers 0.0 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 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 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 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0 0.0

#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Kasian Architecture Interior Design and Planning Ltd 43570 B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % % 2019 4 28.6 34.0 84.0 Administrative & Senior Clerical 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 39.0 64.1 25.0 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data ± M x 100 Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 34.0 0.0 0.0 34.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 39.0 0.0 0.0 39.0 0.0 0 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report  Part 7: Results - Members of Visible Minorities																								
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13 Other Sales & Service Personnel		0	0	0.0	0.0	0	0	0.0			0.0					0.0					0.0			
	2019	0	0	0.0	0.0	0	0	0.0	(	0	0.0	U		1 0	0	0.0	0	U	1	0	0.0	V	0	
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Other Sales & Service		# 0	0	0.0	# 0	0.0	% 0.0	0.0	# (	) 0.0	0.0	0.0												
Personnel	3	0	0	0.0			0.0	0.0			0.0	0.0												
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# Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Kasian Architecture Interior Design and Planning Ltd 43570

# **Efforts**

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

Requi	red measures:
	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
	Adjusted survey results to reflect hires, promotions and terminations.
	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
	Ensured that any new gaps identified are addressed accordingly.
	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	Communicated the goals to relevant managers as well as monitored and recorded the results.
	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment equity.
	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):
Ope	rational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your
organi assess	zation's activities during the period between the first/previous and subsequent/current compliance ment.
	Impact of economic and industrial conditions on the organization.
himani	
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	<b>1</b>
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	employees).
	Other.
Addi	tional Details
Please	provide any additional information (optional):



## New Hire Information Questionnaire (January 2019)

## **Employment Equity at Kasian**

Kasian is an equal opportunity employer and we employ people without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial ability.

As we are actively engaged with the Government of Canada on Federally funded projects, we must establish a formal Federal Contractors Program (FCP). The FCP ensures that Kasian is compliant with proper representation of the four designated groups of Canada.

We are committed to promoting equal opportunities and fairness at work for all, subject to any statutory obligations which impact employment.

While remaining aware and sensitive to the issue of fair and equitable treatment for all, Kasian has a special concern with the participation and advancement of members of four designated groups that have traditionally been disadvantaged in employment: visible minorities, aboriginal peoples, persons with disabilities, and women.

The following questions will be tracked along with your employment information and kept strictly confidential. As responses to this section are <u>not mandatory</u>, you may choose not to participate in the following four questions.

If you do not want to participate, please select no in question 1 and proceed directly to Question 7 to indicate you have read and understand this policy.

We kindly ask that everyone selects the box at the bottom of the page (Question 7) to indicate you have read and understand this policy.

Please note that you may self identify in more than one designated group and you may change or update your information at anytime upon request.

Upon request, this questionnaire can be provided in an alternative format.

* 1. Do you wish to participate in the Federal Contractors Program?
If yes, you will need to provide an answer to all questions in this survey.
If no, you will proceed to question 7.
Yes
○ No
2. Aboriginal People
"An Aboriginal person is a North American Indian, Metis /Inuit/Treaty Indian, Registered Indian, and/or a member of an Indian Band/First Nation."
Do you identify as an Aboriginal Person?
Yes
○ No
Choose to not disclose
3. Visible Minorities
"A member of a visible minority is a person in Canada (other than an Aboriginal person, defined above) who are non-white in colour or race, regardless of the place of birth or citizenship."
Examples of visible miniorities include, but are not limited to: - Black
- Non-white Latin American (including indigenous persons from Central and South America)
- East Asian (e.g. Chinese, Japanese, Korean) - South Asian/East Indian (e.g. Indian, Pakistani, Bangladeshi, Trinidad)
- Southeast Asian (e.g. Burmese, Filipino, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g. Iranian, Lebanese, Egyptian)
- Person of Mixed Origin (e.g. with one parent in one of the visible minority groups listed above)
Are you a member of a visible minority group?
Yes
○ No
Choose to not disclose

#### 4. Persons with Disabilities

"Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric or learning impariment, and who consider themselves to be at a disadvantage in the workforce by reason of that impairment, or who believe that an organization is likely to consider them to be disadvantaged on account of that impariment. This also includes people whose impairments have been accommodated in the workplace (e.g. by the use of techinical aids, changes to equipment or other working arrangements)."

Examples of disabilities include, but are not limited to:

- Coordination of Dexterity difficulty using hands or arms, such as grasping objects or using a keyboard
- Mobility difficulty moving around the office to another location, walking long distances or using stairs
- Blind or Visually Impaired unable to see or difficulty seeing, glaucoma (but not including those who can see well with glasses or contact lenses)
- Speech unable to speak or difficulty speaking and being understood
- Deaf or Hard of Hearing unable to hear or difficulty hearing

- Other Disabilities - learning, developmental and other types of disabilities
Are you a person with a disability?
Yes
○ No
Choose to not disclose
5. Additional Data for Accommodation Purposes
If you identified yourself as having a disability, please specify how we may accommodate you to help you
participate fully in the workplace. Please note that any accommodation measures will in no way impact negatively on your training, promotion, and retention at Kasian.
Tregatively on your training, promotion, and reternion at reasian.
6. Gender:
( ) Male
Female .
7. Please check the box below to indicate you have read and understand Kasian's Employment Equity Policy.
I have read and understand Kasian's Employment Equity Policy.

From: Wendy Mah < Wendy. Mah@Kasian.com>

Sent: April 17, 2019 5:03 PM

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

Subject: 100201 - Kasian Information

Hi Neena.

Attached please find the following documents:

- 1) Our updated Employment Equity Survey
- 2) Our Workforce Analysis reports
- 3) Our Achievement Report We feel the majority of the goals are achievable in the short term; however, there are a few that we have indicated in the long term goal column as we have historically had difficulty finding qualified individuals of the designated groups

As for our surveys...we issued 318 surveys and had 269 returned and of those, all 269 were completed.

Could you please review the attached information and advise if anything remains outstanding or if I need to submit the information in a different format?

Thank you for your assistance.

Regards, Wendy



Wendy Mah | Human Resources Coordinator

RA BE

Kasian Architecture Interior Design and Planning Ltd

1500 West Georgia Street, Suite 1685 Vancouver, BC, Canada | V6G 2Z6 T 604.631.8223 www.kasian.com From: Wendy Mah < Wendy. Mah@Kasian.com>

**Sent:** April 26, 2019 6:31 PM

**To:** Sharan, Neena N [NC] < neena.sharan@labour-travail.gc.ca> **Subject:** RE: 100201 - Kasian - survey number confirmations

Hi Neena,

Thanks for the revised document.

I've reviewed it and further adjusted our long term goal in Table 6 EEOG 04 to match our short term goal. Other than that, we are fine with the revised document.

Thank you for all your assistance.

Have a great weekend, Wendy

Wendy Mah | Human Resources Coordinator

T 604.631.8223

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

Sent: April-26-19 8:27 AM

To: Wendy Mah < Wendy. Mah@Kasian.com>

Subject: RE: 100201 - Kasian - survey number confirmations

Hi Wendy,

Please find a revised copy of the achievement report based on the new update with 208 employees. I have entered all the numbers from the WFA – summary report dated 2019-04-15 and also changed the short and long term goals in table 8 for EEOG 07 as per the market availability. Please take a look and validate these numbers.

Thank you.

Regards,

Neena Sharan.

From: Wendy Mah < Wendy. Mah@Kasian.com >

Sent: April-25-19 5:24 PM

**To:** Sharan, Neena N [NC] < neena.sharan@labour-travail.gc.ca > **Subject:** RE: 100201 - Kasian - survey number confirmations

Hi Neena,

Done.

Have a great evening!

Wendy

Wendy Mah | Human Resources Coordinator

T 604.631.8223

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

Sent: April-25-19 8:28 AM

To: Wendy Mah < Wendy. Mah@Kasian.com >

Subject: RE: 100201 - Kasian - survey number confirmations

Hi Wendy,

Please upload the data for the 208 full time permanent employees by eliminating the 12 contract / temporary employees. Presently, FORM 1 and WFA – summary report shows the total head count of 220 employees.

Thank you.

Regards,

Neena Sharan.

From: Wendy Mah < Wendy. Mah@Kasian.com>

**Sent:** April-25-19 11:06 AM

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

Subject: 100201 - Kasian - survey number confirmations

Hi Neena,

Of our 208 full-time permanent employees, we received 180 completed and returned surveys; thus we had 28 non-responses.

Sorry about my confusion yesterday; I had included departed employees in my count which threw my numbers completely out!

Just in case you need the additional information: of our 12 contract/temporary employees all of them returned their surveys.

Regards,

Wendy



## Wendy Mah | Human Resources Coordinator

BA, BEd

## Kasian Architecture Interior Design and Planning Ltd

1500 West Georgia Street, Suite 1685 Vancouver, BC, Canada | V6G 2Z6 T 604.631.8223 www.kasian.com

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

**Employer Name:** Kasian Architecture Interior Design and Planning Ltd.

Primary Location: Vancouver, British Columbia

**Number of Employees: 208** 

British Columbia 95 Alberta 62 Ontario 51

#### **Organization Overview:**

NAICS # 5413 (Architectural, Engineering and Related Services)

Kasian Architecture Interior Design And Planning Ltd provides professional architectural services. They specialize in interior design and planning firms in the world.

## Key Dates - First Year Assessment

Initiated: 2019-02-16;

extension granted - 2019-04-18

2019-04-23 Received: Workforce 2019-04-15

Analysis:

#### COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
208	100
180	86
180	86

- ☐ The questionnaire includes appropriate definitions.
- self-identify as being a member of more than one group.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- 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:

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

- 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:

The self-identification questionnaire was reviewed and found to be in compliance by the Workplace Equity Division of the Labour Program. The response rate is 86.6 %.

#### **SUMMARY OF GOALS**

#### Women

Workforce Analysis Results  Employment Equity Occupational Group Present		Goals				
			Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-1	40.0	40.0	25.0	39.4
07	Admin. & Senior Clerical Personnel	-4	50.0	50.0	50.0	80.0

## Observations:

The organization has set the short and long-term goal as per the market availability.

## **Aboriginal Peoples**

Workforce Analysis Results		Goals				
Emp	ployment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
03	Professionals	-1	1.0	1.0	0.0	1.0
04	Semi-Professionals & Technicians	-1	2.0	2.0	0.0	1.2

## Observations:

The organization has set the short and long-term goal as per the market availability.

## Persons with Disabilities

	Workforce Analysis Results		Goals			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
03	Professionals	-5	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-6	8.0	8.0	1.8	7.6
07	Admin. & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3

## Observations:

• The organization has set the short and long-term goal as per the market availability

# **Members of Visible Minorities**

Workforce Analysis Results		Goals		Representation	LMA
Employment Equity Occupational Group	Present	Short-	Long-	Representation	LIVIA
(EEOG)	Gap	term	term		

			(1 to 3 years)	(3+ years)		
#	Description	#	# or %	# or %	%	%
07	Admin. & Senior Clerical Personnel	-1	34.0	34.0	28.6	34.0
10	Clerical Personnel	-2	39.0	39.0	25.0	39.0

## Observations:

The organization has set the short and long-term goal as per the market availability

## **RECOMMENDATION**

I recommend that the employer be found:

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

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

• Given the minor gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

Name of Analyst: Neena Sharan

Date: April 29, 2019

From: Sharan, Neena N [NC] On Behalf Of EE-EME

Sent: May 2, 2019 11:09 AM

To: Mehb Jessa <Mehb.Jessa@Kasian.com>; 'Wendy Mah' <Wendy.Mah@Kasian.com>

Subject: Government of Canada Agreement Number: 100201 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

#### Dear Mehb Jessa:

I am writing to inform you that the compliance assessment initiated on February 16, 2019 has been completed. As a result of the assessment, Kasian Architecture Interior Design and Planning Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of the Kasian Architecture Interior Design and Planning Ltd. employment equity program.

• Given the minor gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

#### **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 February 16, 2022. 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 Kasian Architecture Interior Design and Planning Ltd. is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

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

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Kasian Architecture Interior Design and Planning Ltd. continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!
Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!