

s.19(1)  
s.24(1)

Labour Program  
Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization McCann Worldgroup Canada Inc.	Parent company is located outside Canada  <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number <div style="background-color: #cccccc; width: 100px; height: 15px;"></div>
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> 5418 Advertising Agencies	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated
Total number of employees in Canada (Permanent Full-Time and/or Part-Time)    303	

HEAD OFFICE			
Address (building number, street, suite, etc.) 200 Wellington Street West, Suite 1300	City Toronto	Province Ontario	Postal Code M5V 0N6
Telephone Number 416-594-6000			

EMPLOYMENT EQUITY CONTACT		
Name (print) Lindsey Feasby	Title SVP, Director of Human Resources	
Telephone Number 416-594-6144	E-mail Address lindsey.feasby@mccann.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French

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

SIGNATORY									
<p><b>NOTE:</b> The signatory must be the contractor OR an authorized person in an executive position with legal authority to sign a contract.</p>									
<table style="width: 100%;"> <tr> <td style="width: 40%;">           Name (print) David Leonard         </td> <td colspan="2">           Title Chief Executive Officer         </td> </tr> <tr> <td>           Telephone Number 416-594-6144         </td> <td>           E-mail Address dleonard@mccann.com         </td> <td>           Preferred Language of Correspondence  <input checked="" type="checkbox"/> English    <input type="checkbox"/> French         </td> </tr> <tr> <td>           Signature  </td> <td colspan="2">           Date (YYYY-MM-DD) 2008-02-09         </td> </tr> </table>	Name (print) David Leonard	Title Chief Executive Officer		Telephone Number 416-594-6144	E-mail Address dleonard@mccann.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	Signature 	Date (YYYY-MM-DD) 2008-02-09	
Name (print) David Leonard	Title Chief Executive Officer								
Telephone Number 416-594-6144	E-mail Address dleonard@mccann.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French							
Signature 	Date (YYYY-MM-DD) 2008-02-09								
<p><b>Privacy Notice:</b> The information you provide under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program will result in the organization's name being placed on the FCP Limited Eligibility List for services contracts of any value and may also result in the termination of the contract.</p> <p>The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.</p> <p>Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i>, which is available at the following website address: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a>. <i>Info Source</i> may also be accessed online at any Service Canada Centre.</p>									

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



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2019-02-14 to 2019-02-14

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	201	0	0	201	Calgary	32	0	0	32
Québec	32	0	0	32	Toronto	201	0	0	201
British Columbia	5	0	0	5	Vancouver	5	0	0	5
Alberta	32	0	0	32	Québec	32	0	0	32
Total Employees in Canada				270	Total Employees in Canada				270



**McCann Worldgroup Canada Inc. (certificate # 10000674)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2019-02-14 to 2019-02-14**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	15	11	4				1	1		1	1	
	<b>Total</b>	15	11	4				1	1		1	1	
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	59	34	25				3	2	1	4	3	1
	<b>Total</b>	59	34	25				3	2	1	4	3	1
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	127	48	79				3	2	1	34	15	19
	<b>Total</b>	127	48	79				3	2	1	34	15	19
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	21	11				1	1		10	6	4
	<b>Total</b>	32	21	11				1	1		10	6	4



**McCann Worldgroup Canada Inc. (certificate # 10000674)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2019-02-14 to 2019-02-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities								
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Supervisors</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	9	2	7							4	2	2				
	<b>Total</b>	9	2	7						4	2	2					
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	22	5	17	1		1				7	1	6				
	<b>Total</b>	22	5	17	1		1			7	1	6					
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	6	2	4													
	<b>Total</b>	6	2	4													
	<b>Total Number of Employees</b>	270	123	147	1		1	8	6	2	60	28	32				



**McCann Worldgroup Canada Inc. (certificate # 10000674)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2019-02-14 to 2019-02-14**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>270</b>	<b>123</b>	<b>147</b>	<b>1</b>		<b>1</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>60</b>	<b>28</b>	<b>32</b>
<b>Total Number of Employees</b>	<b>270</b>	<b>123</b>	<b>147</b>	<b>1</b>		<b>1</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>60</b>	<b>28</b>	<b>32</b>



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-03-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	15	4	26.7 %	27.6 %	4	0	National
<b>02 : Middle and Other Managers</b>	National	59	25	42.4 %	39.4 %	23	2	National
<b>03 : Professionals</b>		127	79	62.2 %	60.6 %	77	2	
1111 : Financial auditors and accountants	National	3	2	66.7 %	56.0 %	2	0	National
1121 : Human resources professionals	National	2	2	100.0 %	73.2 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	87	60	69.0 %	66.6 %	58	2	National
2172 : Database analysts and data administrators	National	3	1	33.3 %	33.0 %	1	0	National
2175 : Web designers and developers	National	10	3	30.0 %	30.8 %	3	0	National
5121 : Authors and writers	National	11	5	45.5 %	56.1 %	6	-1	National
5122 : Editors	National	4	1	25.0 %	62.8 %	3	-2	National
5125 : Translators, terminologists and interpreters	National	2	2	100.0 %	69.7 %	1	1	National
5131 : Producers, directors, choreographers and related occupations	National	5	3	60.0 %	35.7 %	2	1	National
<b>04 : Semi-Professionals and Technicians</b>		32	11	34.4 %	42.1 %	13	-2	
2282 : User support technicians	Ontario	6	0	0.0 %	23.9 %	1	-1	Ontario
5223 : Graphic arts technicians	Alberta	1	0	0.0 %	29.3 %	0	0	Alberta
5223 : Graphic arts technicians	Ontario	4	0	0.0 %	29.0 %	1	-1	Ontario
5241 : Graphic designers and illustrators	Alberta	2	1	50.0 %	56.8 %	1	0	Alberta
5241 : Graphic designers and illustrators	Ontario	14	8	57.1 %	50.0 %	7	1	Ontario
5241 : Graphic designers and illustrators	Québec	5	2	40.0 %	48.7 %	2	0	Québec
<b>05 : Supervisors</b>		9	7	77.8 %	52.4 %	5	2	
Employment Equity Occupational Group	Calgary	2	2	100.0 %	53.8 %	1	1	Calgary
Employment Equity Occupational Group	Toronto	7	5	71.4 %	52.0 %	4	1	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		22	17	77.3 %	79.4 %	17	0	
Employment Equity Occupational Group	Calgary	3	2	66.7 %	81.2 %	2	0	Calgary



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2019-03-13

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Québec	1	1	100.0 %	80.4 %	1	0	Québec
Employment Equity Occupational Group	Toronto	17	13	76.5 %	79.1 %	13	0	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	78.9 %	1	0	Vancouver
<b>10 : Clerical Personnel</b>		6	4	66.7 %	65.2 %	4	0	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.7 %	1	0	Calgary
Employment Equity Occupational Group	Québec	1	1	100.0 %	58.6 %	1	0	Québec
Employment Equity Occupational Group	Toronto	4	2	50.0 %	65.5 %	3	-1	Toronto
<b>Total</b>		270	147	54.5 %	53.3 %	143	4	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-03-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	Representation %	Availability %			
<b>01 : Senior Managers</b>	National	15	0	0.0 %	3.2 %	0	National	
<b>02 : Middle and Other Managers</b>	National	59	0	0.0 %	2.7 %	2	-2	National
<b>03 : Professionals</b>		127	0	0.0 %	2.1 %	3	-3	
1111 : Financial auditors and accountants	National	3	0	0.0 %	1.4 %	0	0	National
1121 : Human resources professionals	National	2	0	0.0 %	3.1 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	87	0	0.0 %	2.1 %	2	-2	National
2172 : Database analysts and data administrators	National	3	0	0.0 %	1.5 %	0	0	National
2175 : Web designers and developers	National	10	0	0.0 %	1.6 %	0	0	National
5121 : Authors and writers	National	11	0	0.0 %	2.3 %	0	0	National
5122 : Editors	National	4	0	0.0 %	1.5 %	0	0	National
5125 : Translators, terminologists and interpreters	National	2	0	0.0 %	3.5 %	0	0	National
5131 : Producers, directors, choreographers and related occupations	National	5	0	0.0 %	2.3 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		32	0	0.0 %	1.8 %	1	-1	
2282 : User support technicians	Ontario	6	0	0.0 %	1.3 %	0	0	Ontario
5223 : Graphic arts technicians	Alberta	1	0	0.0 %	5.3 %	0	0	Alberta
5223 : Graphic arts technicians	Ontario	4	0	0.0 %	1.9 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	2	0	0.0 %	2.8 %	0	0	Alberta
5241 : Graphic designers and illustrators	Ontario	14	0	0.0 %	1.4 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	5	0	0.0 %	2.0 %	0	0	Québec
<b>05 : Supervisors</b>		9	0	0.0 %	1.4 %	0	0	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Toronto	7	0	0.0 %	0.9 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		22	1	4.5 %	1.2 %	0	1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	2.9 %	0	0	Calgary





Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2019-03-13

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
Employment Equity Occupational Group	Québec	1	0	0.0 %	1.4 %	0	0	Québec
Employment Equity Occupational Group	Toronto	17	1	5.9 %	0.8 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.1 %	0	0	Vancouver
<b>10 : Clerical Personnel</b>		6	0	0.0 %	1.3 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Québec	1	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Toronto	4	0	0.0 %	0.8 %	0	0	Toronto
<b>Total</b>		270	1	0.4 %	2.1 %	6	-5	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-03-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	15	1	6.7 %	11.5 %	2	-1	National
<b>02 : Middle and Other Managers</b>	National	59	4	6.8 %	17.6 %	10	-6	National
<b>03 : Professionals</b>		127	34	26.8 %	19.3 %	25	9	
1111 : Financial auditors and accountants	National	3	2	66.7 %	32.3 %	1	1	National
1121 : Human resources professionals	National	2	2	100.0 %	16.7 %	0	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	87	23	26.4 %	18.8 %	16	7	National
2172 : Database analysts and data administrators	National	3	0	0.0 %	35.5 %	1	-1	National
2175 : Web designers and developers	National	10	4	40.0 %	27.5 %	3	1	National
5121 : Authors and writers	National	11	2	18.2 %	12.8 %	1	1	National
5122 : Editors	National	4	0	0.0 %	13.3 %	1	-1	National
5125 : Translators, terminologists and interpreters	National	2	0	0.0 %	25.8 %	1	-1	National
5131 : Producers, directors, choreographers and related occupations	National	5	1	20.0 %	12.7 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		32	10	31.3 %	26.6 %	9	1	
2282 : User support technicians	Ontario	6	4	66.7 %	38.8 %	2	2	Ontario
5223 : Graphic arts technicians	Alberta	1	0	0.0 %	16.0 %	0	0	Alberta
5223 : Graphic arts technicians	Ontario	4	1	25.0 %	25.1 %	1	0	Ontario
5241 : Graphic designers and illustrators	Alberta	2	1	50.0 %	20.2 %	0	1	Alberta
5241 : Graphic designers and illustrators	Ontario	14	3	21.4 %	28.6 %	4	-1	Ontario
5241 : Graphic designers and illustrators	Québec	5	1	20.0 %	11.9 %	1	0	Québec
<b>05 : Supervisors</b>		9	4	44.4 %	48.2 %	4	0	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	36.7 %	1	0	Calgary
Employment Equity Occupational Group	Toronto	7	3	42.9 %	51.5 %	4	-1	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		22	7	31.8 %	36.1 %	8	-1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	20.6 %	1	-1	Calgary



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2019-03-13

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Québec	1	0	0.0 %	3.3 %	0	0	Québec
Employment Equity Occupational Group	Toronto	17	6	35.3 %	40.6 %	7	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	39.9 %	0	1	Vancouver
<b>10 : Clerical Personnel</b>		6	0	0.0 %	40.6 %	2	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	30.6 %	0	0	Calgary
Employment Equity Occupational Group	Québec	1	0	0.0 %	4.1 %	0	0	Québec
Employment Equity Occupational Group	Toronto	4	0	0.0 %	52.2 %	2	-2	Toronto
<b>Total</b>		270	60	22.2 %	22.2 %	60	0	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2019-03-13

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	74	4	5.4 %	5.0 %	4	0	National
03 : Professionals	National	127	3	2.4 %	8.9 %	11	-8	National
04 : Semi-Professionals and Technicians	National	32	1	3.1 %	7.6 %	2	-1	National
05 : Supervisors	National	9	0	0.0 %	27.5 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	22	0	0.0 %	10.0 %	2	-2	National
10 : Clerical Personnel	National	6	0	0.0 %	9.3 %	1	-1	National
<b>Total</b>		<b>270</b>	<b>8</b>	<b>3.0 %</b>	<b>8.4 %</b>	<b>22</b>	<b>-14</b>	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-03-13

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

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



## Workforce Analysis - Detailed Report

Date: 2019-03-13

### 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



Workplace Equity Information Management System - McCann Worldgroup Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2019-03-13

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	15	4	26.7 %	27.6 %	4	0
02 : Middle and Other Managers	59	25	42.4 %	39.4 %	23	2
03 : Professionals	127	79	62.2 %	60.6 %	77	2
04 : Semi-Professionals and Technicians	32	11	34.4 %	42.1 %	13	-2
05 : Supervisors	9	7	77.8 %	52.4 %	5	2
07 : Administrative and Senior Clerical Personnel	22	17	77.3 %	79.4 %	17	0
10 : Clerical Personnel	6	4	66.7 %	65.2 %	4	0
<b>Total</b>	<b>270</b>	<b>147</b>	<b>54.5 %</b>	<b>53.3 %</b>	<b>143</b>	<b>4</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2019-03-13

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	15	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	59	0	0.0 %	2.7 %	2	-2
03 : Professionals	127	0	0.0 %	2.1 %	3	-3
04 : Semi-Professionals and Technicians	32	0	0.0 %	1.8 %	1	-1
05 : Supervisors	9	0	0.0 %	1.4 %	0	0
07 : Administrative and Senior Clerical Personnel	22	1	4.5 %	1.2 %	0	1
10 : Clerical Personnel	6	0	0.0 %	1.3 %	0	0
<b>Total</b>	<b>270</b>	<b>1</b>	<b>0.4 %</b>	<b>2.1 %</b>	<b>6</b>	<b>-5</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2019-03-13

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities		Availability #	Gap #
		Representation #	%		
01 : Senior Managers	15	1	6.7 %	2	-1
02 : Middle and Other Managers	59	4	6.8 %	10	-6
03 : Professionals	127	34	26.8 %	25	9
04 : Semi-Professionals and Technicians	32	10	31.3 %	9	1
05 : Supervisors	9	4	44.4 %	4	0
07 : Administrative and Senior Clerical Personnel	22	7	31.8 %	8	-1
10 : Clerical Personnel	6	0	0.0 %	2	-2
<b>Total</b>	<b>270</b>	<b>60</b>	<b>22.2 %</b>	<b>60</b>	<b>0</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2019-03-13

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01/02 : Managers	74	4	5.4 %	5.0 %	4	0
03 : Professionals	127	3	2.4 %	8.9 %	11	-8
04 : Semi-Professionals and Technicians	32	1	3.1 %	7.6 %	2	-1
05 : Supervisors	9	0	0.0 %	27.5 %	2	-2
07 : Administrative and Senior Clerical Personnel	22	0	0.0 %	10.0 %	2	-2
10 : Clerical Personnel	6	0	0.0 %	9.3 %	1	-1
<b>Total</b>	<b>270</b>	<b>8</b>	<b>3.0 %</b>	<b>8.4 %</b>	<b>22</b>	<b>-14</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2019-03-13

**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: 2019-03-13

**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



Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

McCann Worldgroup Canada Inc.

2019-02-14

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis			
YYYY	MM	DD	
2019	02	14	

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis			
YYYY	MM	DD	
0	0	0	

Employment Equity Occupational Group (EEOG)

	Table 2: Aboriginal Peoples			
	First/Previous Workforce Analysis	Aboriginal Peoples		Availability*
		All Employees	Representation	
	#	#	%	%
01 Senior Managers	15	0	0	3.2
02 Middle & Other Managers	59	0	0	2.7
03 Professionals	127	0	0	2.1
04 Semi-Professionals & Technicians	32	0	0	1.8
05 Supervisors	9	0	0	1.4
06 Supervisors: Crafts & Trades	0	0	0	0.0
07 Administrative & Senior Clerical Personnel	22	1	1	1.2
08 Skilled Sales & Service Personnel	0	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0	0.0
10 Clerical Personnel	6	0	0	1.3
11 Intermediate Sales & Service Personnel	0	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0	0.0
13 Other Sales & Service Personnel	0	0	0	0.0
14 Other Manual Workers	0	0	0	0.0
<b>Total</b>	<b>270</b>	<b>1</b>	<b>1</b>	<b>0.0</b>

\* Source:

2006 Census of Canada

	Table 6: Aboriginal Peoples			
	Subsequent/Current Workforce Analysis	Aboriginal Peoples		Availability*
		All Employees	Representation	
	#	#	%	%
01 Senior Managers	0	0	0	0.0
02 Middle & Other Managers	0	0	0	0.0
03 Professionals	0	0	0	0.0
04 Semi-Professionals & Technicians	0	0	0	0.0
05 Supervisors	0	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0	0	0.0
08 Skilled Sales & Service Personnel	0	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0	0.0
10 Clerical Personnel	0	0	0	0.0
11 Intermediate Sales & Service Personnel	0	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0	0.0
13 Other Sales & Service Personnel	0	0	0	0.0
14 Other Manual Workers	0	0	0	0.0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>

\* Source:

0

# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

McCann Worldgroup Canada Inc.

2019-02-14

### Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	02	14

### Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

### Employment Equity Occupational Group (EEOG)

	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
#	#	#	%
01 Senior Managers	15	1	11.5
02 Middle & Other Managers	59	4	17.6
03 Professionals	127	34	19.3
04 Semi-Professionals & Technicians	32	10	26.6
05 Supervisors	9	4	48.2
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	22	7	36.1
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	6	0	40.6
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>270</b>	<b>60</b>	<b>0.0</b>

### Table 3: Members of Visible Minorities

#### First/Previous Workforce Analysis

All Employees	Members of Visible Minorities Representation	Availability*
#	#	%

### Table 7: Members of Visible Minorities

#### Subsequent/Current Workforce Analysis

All Employees	Members of Visible Minorities Representation	Availability*
#	#	%

\* Source:

2006 Census of Canada

\* Source:

0





Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McCann Worldgroup Canada Inc.

43510

003400

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McCann Worldgroup Canada Inc.

43510

003401

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

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

**Table 6: Aboriginal Peoples**

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

**Table 10: Aboriginal Peoples**

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McCann Worldgroup Canada Inc.

43510

003402

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McCann Worldgroup Canada Inc.

43510

003403

Start Date of Flow Data			
YYYY	MM	DD	
0	0	0	

  

End Date of Flow Data			
YYYY	MM	DD	
0	0	0	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities Hired				Table 8: Members of Visible Minorities Promoted				Table 12: Members of Visible Minorities Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Federal Contractors Program Achievement Report									
Part 3: Goals									
McCann Worldgroup Canada Inc.									
43510									
07	Administrative & Sr Clerical	0	0.0	0	0.0				
08	Skilled Sales & Service	0	0.0	0	0.0				
09	Skilled Crafts & Trades	0	0.0	0	0.0				
10	Clerical Personnel	0	0.0	0	0.0				
11	Intermediate Sales & Service	0	0.0	0	0.0				
12	Semi-Skilled Manual	0	0.0	0	0.0				
13	Other Sales & Service	0	0.0	0	0.0				
14	Other Manual Workers	0	0.0	0	0.0				
<b>Total</b>		<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>				

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
 McCann Worldgroup Canada Inc.  
 43310

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples											
	Growth (New Positions)					Turnover (Replacement of Employees)					Anticipated Hires Over 3 Years					3 Year Goals						
	Number YYYY-MM-DD	Actual Annually	Projected Annually	Over 3 Years	%	Actual Annually	Projected Annually	Over 3 Years	%	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees) Annually	Over 3 Years	Hires Required Over 3 Years	From - To YYYY - YYYY	2019	2022	%	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
01 Senior Managers	15	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	3.2%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	59	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	2	0	0	0	0	2.7%	-2	-2	0	0.0%	0.0%
03 Professionals	127	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	3	0	0	0	0	2.1%	-3	-3	0	0.0%	0.0%
04 Semi-Professionals & Tech	32	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	1	0	0	0	0	1.8%	-1	-1	0	0.0%	0.0%
05 Supervisors	9	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	1.4%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.00%	0	0	0.00%	0	0	0	0	1	0.00%	-1	0	0	0	0	1.2%	1	1	0	4.5%	4.5%
07 Administrative & Sr Clerical	22	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
09 Skilled Sales & Service	0	0.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
10 Clerical Personnel	6	-100.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	1.3%	0	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.00%	0	0	0.00%	0	0	0	0	0	0.00%	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
<b>Total</b>	<b>270</b>	<b>-100.00%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0.00%</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.4%</b>	<b>0.4%</b>

\* Calculated by using the following formula: (Current number of employees from Workforce Analysis - Previous number of employees from Previous Workforce Analysis) ÷ (Total number of employees from Current Workforce Analysis) x 100  
 † Calculated by using the following formula: (Current number of employees from Workforce Analysis - Previous number of employees from Previous Workforce Analysis) ÷ (Total number of employees from Current Workforce Analysis) x 100

**Table 4: Aboriginal Peoples Comments**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	2.7	0	2.7	
03 Professionals	0	2.1	0	2.1	
04 Semi-Professionals & Tech	0	1.8	0	1.8	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	

Federal Contractors Program Achievement Report									
Part 3: Goals									
McCann Worldgroup Canada Inc.									
43510									
07	Administrative & Sr Clerical	0	0.0	0	0.0	0	0.0	0	0.0
08	Skilled Sales & Service	0	0.0	0	0.0	0	0.0	0	0.0
09	Skilled Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
11	Intermediate Sales & Service	0	0.0	0	0.0	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0	0	0.0	0	0.0
13	Other Sales & Service	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
Total		0	0.0	0	0.0	0	0.0	0	0.0





Federal Contractors Program Achievement Report									
Part 3: Goals									
McCann Worldgroup Canada Inc.									
43510									
09	Skilled Crafts & Trades	0	0.0	0	0.0				
10	Clerical Personnel	0	9.3	0	9.3				
11	Intermediate Sales & Service	0	0.0	0	0.0				
12	Semi-Skilled Manual	0	0.0	0	0.0				
13	Other Sales & Service	0	0.0	0	0.0				
14	Other Manual Workers	0	0.0	0	0.0				
Total		0	0.0	0	0.0				

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**McCann Worldgroup Canada Inc.**  
**43310**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities											
	Growth (New Positions)					Turnover (Replacement of Employees)					Anticipated Hires Over 3 Years					3 Year Goals						
	Number	Actual	%	Projected	Actual	Projected	Actual	Projected	Over 3 Years	Number	Turnover	%	Projected	Hires	Required	2019	2022	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
01 Senior Managers	15	-100.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	11.5%	-1	-1	6.7%	6.7%
02 Middle & Other Managers	59	-100.0%		0	0.0%	0	0	0	0	4	0.0%	0	0	6	0	0	0	17.6%	-6	-6	6.8%	6.8%
03 Professionals	127	-100.0%		0	0.0%	0	0	0	0	34	0.0%	0	0	-9	0	0	19.3%	-9	9	26.8%	26.8%	
04 Semi-Professionals & Tech	32	-100.0%		0	0.0%	0	0	0	0	10	0.0%	0	0	-1	0	0	26.6%	1	1	31.3%	31.3%	
05 Supervisors	9	-100.0%		0	0.0%	0	0	0	0	4	0.0%	0	0	0	0	0	48.2%	0	0	0	44.4%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	
07 Administrative & Sr Clerical	22	-100.0%		0	0.0%	0	0	0	0	7	0.0%	0	0	1	0	0	36.1%	-1	-1	31.8%	31.8%	
08 Skilled Sales & Service	0	0.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	
09 Skilled Sales & Service	0	0.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	
10 Clerical Personnel	6	-100.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	2	0	0	40.6%	-2	-2	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	
12 Semi-Skilled Manual	0	0.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	
13 Other Sales & Service	0	0.0%		0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	
14 Other Manual 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	
<b>Total</b>	<b>270</b>	<b>-100.0%</b>		<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>-60</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0.0%</b>	<b>60</b>	<b>60</b>	<b>22.2%</b>	<b>22.2%</b>

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	#	%	#	%	
01 Senior Managers	0	11.5	0	11.5	
02 Middle & Other Managers	0	17.6	0	17.6	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	

Federal Contractors Program Achievement Report									
Part 3: Goals									
McCann Worldgroup Canada Inc.									
43510									
07	Administrative & Sr Clerical	0	36.1	0	36.1				
08	Skilled Sales & Service	0	0.0	0	0.0				
09	Skilled Crafts & Trades	0	0.0	0	0.0				
10	Clerical Personnel	0	40.6	0	40.6				
11	Intermediate Sales & Service	0	0.0	0	0.0				
12	Semi-Skilled Manual	0	0.0	0	0.0				
13	Other Sales & Service	0	0.0	0	0.0				
14	Other Manual Workers	0	0.0	0	0.0				
<b>Total</b>		<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>				

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
 McCann Worldgroup Canada Inc.  
 43310

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Occupational Group (EOOG)	All Employees										Subsequent/Current Short-term Goals										Women																		
	Growth (New Positions)					Turnover (Replacement of Employees)					Anticipated Hires Over 3 Years					Turnover (Replacement of Terminated Employees)					Hires Required Over 3 Years					3 Year Goals													
	Number YYYY-MM-DD	Actual Annually	%	Projected Annually	%	Actual Annually	%	Projected Annually	%	Over 3 Years	Actual Annually	%	Projected Annually	%	Over 3 Years	Actual Annually	%	Projected Annually	%	Over 3 Years	Actual Annually	%	Projected Annually	%	Over 3 Years	Actual Annually	%	Projected Annually	%	Over 3 Years	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
01 Senior Managers	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
03 Professionals	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
05 Supervisors	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!
Total	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	#DIV/0!	#DIV/0!

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

**Table 10: Women**

Employment Equity Occupational Group (EOOG)	Short-term Goals		Long-term Goals		Comments
	%	0/0	%	0/0	
01 Senior Managers	0.0	0/0	0.0	0/0	
02 Middle & Other Managers	0.0	0/0	0.0	0/0	
03 Professionals	0.0	0/0	0.0	0/0	
04 Semi-Professionals & Tech	0.0	0/0	0.0	0/0	
05 Supervisors	0.0	0/0	0.0	0/0	
06 Supervisors: Crafts & Trades	0.0	0/0	0.0	0/0	

Federal Contractors Program Achievement Report					
Part 3: Goals					
McCann Worldgroup Canada Inc.					
43510					
07	Administrative & Sr Clerical	0.0	0.0	0.0	0.0
08	Skilled Sales & Service	0.0	0.0	0.0	0.0
09	Skilled Crafts & Trades	0.0	0.0	0.0	0.0
10	Clerical Personnel	0.0	0.0	0.0	0.0
11	Intermediate Sales & Service	0.0	0.0	0.0	0.0
12	Semi-Skilled Manual	0.0	0.0	0.0	0.0
13	Other Sales & Service	0.0	0.0	0.0	0.0
14	Other Manual Workers	0.0	0.0	0.0	0.0
Total		0.0	0.0	0.0	0.0



Federal Contractors Program Achievement Report					
Part 3: Goals					
McCann Worldgroup Canada Inc.					
43510					
07	Administrative & Sr Clerical	0.0	0.0	0.0	0.0
08	Skilled Sales & Service	0.0	0.0	0.0	0.0
09	Skilled Crafts & Trades	0.0	0.0	0.0	0.0
10	Clerical Personnel	0.0	0.0	0.0	0.0
11	Intermediate Sales & Service	0.0	0.0	0.0	0.0
12	Semi-Skilled Manual	0.0	0.0	0.0	0.0
13	Other Sales & Service	0.0	0.0	0.0	0.0
14	Other Manual Workers	0.0	0.0	0.0	0.0
Total		0.0	0.0	0.0	0.0



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
 McCann Worldgroup Canada Inc.  
 43310

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

Occupational Group (EOGG)	All Employees												Persons with Disabilities							
	Growth (New Positions)			Turnover (Replacement of Employees)			Anticipated Hires Over 3 Years			Turnover (Replacement of Terminated Employees)			3 Year Goals			Present				
	Number	Actual	Projected	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Hires Required Over 3 Years	Number	Actual	Projected	From -1 to 3	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
01/02 Managers	0	-100.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#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	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	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#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	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	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

\* Calculated by using the following formula: (Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) / 3 - 1) x 100.  
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) / 3 - 1) x 100.  
 ‡ Workforce Analysis + 2) x 100.

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EOGG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
01/02 Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	

Federal Contractors Program Achievement Report					
Part 3: Goals					
McCann Worldgroup Canada Inc.					
43510					
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 3: Goals**  
**McCann Worldgroup Canada Inc.**  
**43310**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Occupational Group (EOOG)	All Employees										Members of Visible Minorities									
	Growth (New Hires)					Turnover (Replacement of Terminated Employees)					3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
	Number	Actual	%	Projected	%	Actual	%	Projected	%	Over 3 Years	Number	%								
01 Senior Managers	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
02 Middle & Other Managers	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
03 Professionals	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
04 Semi-Professionals & Tech	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
05 Supervisors	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
08 Skilled Sales & Service	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
11 Intermediate Sales & Service	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!		
Total	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	#DIV/0!	#DIV/0!

\* Calculated by using the following formula: (Current number of employees from Workforce Analysis - Previous number of employees from Workforce Analysis) / (Total number of employees from Current Workforce Analysis) x 100

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

**Table 16: Members of Visible Minorities**

Occupational Group (EOOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	

Federal Contractors Program Achievement Report					
Part 3: Goals					
McCann Worldgroup Canada Inc.					
43510					
07	Administrative & Sr Clerical	0.0	0.0	0.0	0.0
08	Skilled Sales & Service	0.0	0.0	0.0	0.0
09	Skilled Crafts & Trades	0.0	0.0	0.0	0.0
10	Clerical Personnel	0.0	0.0	0.0	0.0
11	Intermediate Sales & Service	0.0	0.0	0.0	0.0
12	Semi-Skilled Manual	0.0	0.0	0.0	0.0
13	Other Sales & Service	0.0	0.0	0.0	0.0
14	Other Manual Workers	0.0	0.0	0.0	0.0
Total		0.0	0.0	0.0	0.0

**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**  
**McCann Worldgroup Canada Inc.**

003420

43510

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																		
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>									
		<b>Year</b>		<b>Workforce</b>										<b>Hires</b>					<b>Promotions</b>					<b>Terminations</b>																		
		<b>All Employees</b>		<b>Women</b>					<b>All Employees</b>					<b>Women</b>					<b>All Employees</b>					<b>Women</b>																		
		#		Representation %		Availability %			Gap #		EE Result %			Actual #		Expected #			Difference #		Actual #		Expected #			Difference #		Actual #		Expected #			Difference #									
01	Senior Managers	2019	0	15	4	26.7	27.6	0	4	0	96.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
02	Middle & Other Managers	2019	0	59	25	42.4	39.4	23	2	107.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
03	Professionals	2019	0	127	79	62.2	60.6	77	2	102.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
04	Semi-Professionals & Technicians	2019	0	32	11	34.4	42.1	13	-2	81.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
05	Supervisors	2019	0	9	7	77.8	52.4	5	2	148.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
06	Supervisors: Crafts & Trades	2019	0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										

Data sources: Part 2: Flow Data Analysis Part 2: Flow Data Analysis Part 3: Goals 100 Part 3: Goals 100 Part 3: Goals Part 3: F + 1 x 100 Part 3: Goals 100 Part 3: Goals 100 Part 3: F + M x 100

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Women Actual	Goal %	Percent of Goal Met	Goal %	Percent of Goal Met	Goal %	Percent of Goal Met		
01 Senior Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**  
**McCann Worldgroup Canada Inc.**

003421

43510

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>										
		<b>Year</b>		<b>Workforce</b>										<b>Hires</b>										<b>Promotions</b>										<b>Terminations</b>									
		<b>All Employees</b>		<b>Women</b>					<b>All Employees</b>					<b>Women</b>					<b>All Employees</b>					<b>Women</b>					<b>All Employees</b>					<b>Women</b>									
		#		Representation %		Availability %			Gap #		EE Result %			Actual %		Expected #			Difference #		Actual %			Expected #		Difference #			Actual %		Expected #			Difference #									
07	Administrative & Senior Clerical	2019	22	17	77.3	79.4	17	0	0	97.3	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								
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	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	2019	6	4	66.7	65.2	4	0	0	102.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals 100; E - G x 100; Part 3: Goals; E + H x 100; Part 3: Goals; E + K x 100; Part 3: Goals; P + M x 100

07	Administrative & Senior Clerical	3	<b>New Entrants</b>				<b>Short-term Goals</b>				<b>Long-term Goals</b>				<b>Comments</b>
			<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>		
08	Skilled Sales & Service Personnel	3	#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
07	Administrative & Senior Clerical	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**

**McCann Worldgroup Canada Inc.**

**43510**

003422

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>						<b>Hires</b>						<b>Flow Data Analysis</b>						<b>Terminations</b>		
		<b>Year</b>		<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>		<b>All Employees</b>		<b>Women</b>																	
				<b>Representation</b>		<b>Availability</b>		<b>Gap</b>		<b>EE Result</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>		<b>Expected</b>		<b>Difference</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>																	
				<b>%</b>		<b>%</b>		<b>#</b>		<b>%</b>		<b>#</b>		<b>#</b>		<b>#</b>		<b>#</b>		<b>#</b>		<b>%</b>		<b>%</b>		<b>#</b>		<b>#</b>															
13	Other Sales & Service Personnel	2019	0	0.0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0													
14	Other Manual Workers	2019	0	0.0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0														
Total		2019	0	270	54.4	0.0	0.0	147	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0														

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	
13	Other Sales & Service Personnel	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	
Total		0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 5: Results - Aboriginal Peoples**  
**McCann Worldgroup Canada Inc.**

003423

43510

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>										
		<b>Year</b>		<b>Workforce</b>										<b>Hires</b>										<b>Promotions</b>										<b>Terminations</b>									
		<b>All Employees</b>		<b>Aboriginal Peoples</b>					<b>All Employees</b>					<b>Aboriginal Peoples</b>					<b>All Employees</b>					<b>Aboriginal Peoples</b>					<b>All Employees</b>					<b>Aboriginal Peoples</b>									
		#		Representation %		Availability %		Gap #		EE Result %		#		Actual %		Expected #		Difference #		#		Actual %		Expected #		Difference #		#		Actual %		Expected #		Difference #									
01	Senior Managers	2019	0	0	0.0	3.2	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0									
02	Middle & Other Managers	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	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	2019	0	0	0.0	2.7	2	-2	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0									
04	Semi-Professionals & Technicians	2019	0	0	0.0	2.1	3	-3	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0									
05	Supervisors	2019	0	0	0.0	1.8	1	-1	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0									
06	Supervisors: Crafts & Trades	2019	0	0	0.0	1.4	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0									
06	Trades	2019	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0									

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals; E - G x 100; Part 3: Goals; E + H x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100; Part 3: Goals

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01	Senior Managers	0	0	0	0	0.0	0	0.0	0	0.0	
02	Middle & Other Managers	0	0	0	0	0.0	0	0.0	0	0.0	
03	Professionals	0	0	0	0	0.0	0	0.0	0	0.0	
04	Semi-Professionals & Technicians	0	0	0	0	0.0	0	0.0	0	0.0	
05	Supervisors	0	0	0	0	0.0	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0	0	0.0	0	0.0	0	0.0	





**Federal Contractors Program Achievement Report**  
**Part 5: Results - Aboriginal Peoples**  
**McCann Worldgroup Canada Inc.**

003425

43510

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																		
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis
<b>Workforce Analysis</b>																							<b>Flow Data Analysis</b>																			
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Year</b>	<b>Workforce</b>										<b>Hires</b>										<b>Promotions</b>										<b>Terminations</b>									
			<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>Gap</b>		<b>EE Result</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>Expected</b>		<b>Difference</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>Difference</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>Difference</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>Difference</b>							
		#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%								
13 Other Sales & Service Personnel		2019	0	0.0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0							
14 Other Manual Workers		2019	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
<b>Total</b>		2019	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						

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

Employment Equity Occupational Group (EEOG)	Year	<b>New Entrants</b>				<b>Short-term Goals</b>				<b>Long-term Goals</b>				<b>Comments</b>
		<b>Flow Data</b>		<b>Aboriginal Peoples</b>		<b>Aboriginal Peoples</b>		<b>Aboriginal Peoples</b>		<b>Aboriginal Peoples</b>		<b>Aboriginal Peoples</b>		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
	#	#	%	#	%	#	%	#	%	#	%	#	%	
13 Other Sales & Service Personnel	0	0	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	0.0	
<b>Total</b>	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 6: Results - Persons with Disabilities**  
**McCann Worldgroup Canada Inc.**

003426

43510

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>										
		<b>Year</b>		<b>Workforce</b>										<b>Hires</b>										<b>Promotions</b>										<b>Terminations</b>									
		<b>All Employees</b>		<b>Persons with Disabilities</b>					<b>All Employees</b>					<b>Persons with Disabilities</b>					<b>All Employees</b>					<b>Persons with Disabilities</b>					<b>All Employees</b>					<b>Persons with Disabilities</b>									
		#		Representation %		Availability %		Gap #		EE Result %		#		Actual %		Expected #		Difference #		#		Actual %		Expected #		Difference #		#		Actual %		Expected #		Difference #									
01&02	Managers	0	0	4	5.4	5.0	4	0	108.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
03	Professionals	2019	127	3	2.4	8.9	11	-8	26.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
04	Semi-Professionals & Technicians	2019	32	1	3.1	7.6	2	-1	41.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
05	Supervisors	2019	9	0	0.0	27.5	2	-2	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
06	Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								

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

Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Persons with Disabilities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01&02	Managers	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		
04	Semi-Professionals & Technicians	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0		
05	Supervisors	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0		
06	Supervisors: Crafts & Trades	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0		



**Federal Contractors Program Achievement Report**  
**Part 6: Results - Persons with Disabilities**  
**McCann Worldgroup Canada Inc.**

003428

43510

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																			
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>										
		<b>Year</b>		<b>Workforce</b>										<b>Hires</b>										<b>Promotions</b>										<b>Terminations</b>									
		<b>All Employees</b>		<b>Persons with Disabilities</b>					<b>Persons with Disabilities</b>					<b>Persons with Disabilities</b>					<b>Persons with Disabilities</b>					<b>Persons with Disabilities</b>					<b>Persons with Disabilities</b>														
				<b>Representation</b>		<b>Availability</b>		<b>Gap</b>		<b>EE Result</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>									
		#		%		#		#		%		#		#		#		#		#		#		#		#		#		#		#		#									
13	Other Sales & Service Personnel	2019	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0									
14	Other Manual Workers	2019	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0									
Total		2019	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0									

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

Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Persons with Disabilities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13	Other Sales & Service Personnel	0	0	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			
Total		0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0			



**Federal Contractors Program Achievement Report  
Part 7: Results - Members of Visible Minorities  
McCann Worldgroup Canada Inc.**

003430

43510

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

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments		
		All Employees	Visible Minorities Actual	%	Goal #	%	Goal %	Percent of Goal Met	Goal #	%		Goal %	Percent of Goal Met
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	36.1	0.0	0	0.0	36.1	0.0	
07 Administrative & Senior Clerical	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	3	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	40.6	0.0	0	0.0	40.6	0.0	
10 Clerical Personnel	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Data sources: Part 2: Flow Data Analysis, Part 2: Flow Data Analysis, E + D x 100, Part 3: Goals, E - G x 100, Part 3: Goals, E + H x 100, Part 3: Goals, E + K x 100, Part 3: Goals, E + M x 100

**Federal Contractors Program Achievement Report**

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

**McCann Worldgroup Canada Inc.**

**43510**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
Total		2019	270	60	22.2	0.0	0	60	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	0.0	
		3	0	0	0.0									
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>McCann Worldgroup Canada Inc.</b>
<b>43510</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

- Other.

**Additional Details**

Please provide any additional information (optional):

## Self-identification Questionnaire

### Instructions

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

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

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

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

## Self-identification Questionnaire

### **Privacy Notice**

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

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

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

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

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

**This questionnaire is available in an alternative format upon request.  
Please print legibly.**

- A. Full Name: \_\_\_\_\_
- Office Location: \_\_\_\_\_
- Title: \_\_\_\_\_
- Employee number: \_\_\_\_\_
- Employment status: Full-Time employee   
Long-Term Contract employee   
Contract employee

## Self-identification Questionnaire

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

### B. Women

For the purpose of employment equity under the Federal Contractors Program (FCP), women are a designated group.

**Do you self-identify as a woman?**

Yes  No

### C. Aboriginal Peoples

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

**Are you an Aboriginal person?**

Yes  No

### D. Visible Minorities

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

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

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

**Are you a member of a visible minority?**

Yes  No

**E. Persons with Disabilities**

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

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

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

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

Yes       No

**F. Additional Data for Accommodation Purposes**

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

---

---

---

## Self-identification Questionnaire

### G. Voluntary Employee Participation

- 1) Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.

Yes  No

- 2) As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check “Yes” below.

Yes  No

### H. Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact Rebecca Rogers (Human Resources Manager), the employment equity contact by phone 416-594-6343 or email [Rebecca.rogers@mccann.com](mailto:Rebecca.rogers@mccann.com).

### I. Employee Signature

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*Thank you for your participation!*

**Please return this form in the envelope provided to:**

Human Resources  
Attn: Rebecca Rogers



**From:** Rogers, Rebecca (TOR-MWG) <Rebecca.Rogers@mccann.com>  
**Sent:** March 13, 2019 9:20 AM  
**To:** EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>  
**Cc:** Brown, Celine E [NC] <celine.brown@labour-travail.gc.ca>; Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>  
**Subject:** McCann Worldgroup Canada Inc. - 1st Compliance Assessment

Good Morning,

I am submitting my first Compliance Assessment for Employment Equity on behalf of McCann Worldgroup Canada Inc. We are a part of the Federal Contractors Program. Our Government of Canada Agreement Number is **10000674**.

1. The self-identification questionnaire used to conduct your workforce survey. See Attached questionnaire. Was previously submitted and approved.
2. The results of your workforce survey including:
  - the number of employees that were surveyed; Our initial self-identification survey was sent out to 278 Employees and since July 2018, we have provided it to 45 new hires. All of our current full time active employees have received a survey and 100% of them have returned the survey.
  - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and 323
  - the number of fully completed and returned self-identification questionnaires. 314
3. The workforce analysis results (Summary Report and Detailed Report). See attached reports
4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists. See attached – please advise if you require further clarification or have any questions.

Best,  
Rebecca

**REBECCA ROGERS, CHRL**  
**Manager, Human Resources Business Partner**

**T 416-594-6343 M 416-268-5660**  
**mccann.ca**

**McCANN**

This message contains information which may be confidential and privileged. Unless you are the intended recipient (or authorized to receive this message for the intended recipient), you may not use, copy, disseminate or disclose to anyone the message or any information contained in the message. If you have received the message in error, please advise the sender by reply e-mail, and delete the message. Thank you very much.

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name: McCann Worldgroup Canada Inc.**

**Primary Location: Toronto, Ontario**

**Number of Employees: 270**

- Ontario 201
- Québec 32
- Alberta 32
- British Columbia 5

**Organization Overview:**

NAICS 5418 (Advertising, public relations, and related services)

(The McCann Worldgroup network provides today's marketers with best-in-class strategic and creative services that help their brands play a meaningful role in people's lives while building their businesses)

**Key Dates – First Year Assessment**

Initiated: 2019-03-11  
 Received: 2019-03-11  
 Workforce 2019-02-14  
 Analysis:

**COLLECTION OF WORKFORCE INFORMATION**

	#	%
Number of employees the questionnaire was sent to:	323	100
Number of questionnaires returned:	323	100
Number of completed questionnaires returned:	314	97

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

- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations: None

### WORKFORCE ANALYSIS & GOAL SETTING

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

Observations: None

### SUMMARY OF GOALS

#### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
04	Semi-Professionals & Technicians	-2	42.1	42.1	34.4	42.1

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

### **Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-2	2.7	2.7	0.0	2.7
03	Professionals	-3	2.1	2.1	0.0	2.1
04	Semi-Professionals & Technicians	-1	1.8	1.8	0.0	1.8

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

### **Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-1	11.5	11.5	6.7	11.5
02	Middle & Other Managers	-6	17.6	17.6	6.8	17.6
07	Admin. & Senior Clerical Personnel	-1	36.1	36.1	31.8	36.1
10	Clerical Personnel	-2	40.6	40.6	0.0	40.6

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

### **Persons with Disabilities**

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

#	Description	#	(1 to 3	(3+	%	%
			years)	years)		
03	Professionals	-8	8.9	8.9	2.4	8.9
04	Semi-Professionals & Technicians	-1	7.6	7.6	3.1	7.6
05	Supervisors	-2	27.5	27.5	0.0	27.5
07	Admin. & Senior Clerical Personnel	-2	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

**RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance

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

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups. Achieving the goals set by the company may help to eliminate the gaps.
  - A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given the number of gaps overall, the organization may consider forging links with trade programs, career fairs, professional associations, and universities in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

**Name of Analyst: Céline Brown**

**Date: April 1, 2019**

**From:** Brown, Celine E [NC] **On Behalf Of** EE-EME

**Sent:** April 3, 2019 2:22 PM

**To:** 'david.leonard@mccann.com' <david.leonard@mccann.com>

**Cc:** 'Rogers, Rebecca (TOR-MWG)' <Rebecca.Rogers@mccann.com>

**Subject:** Government of Canada Agreement Number: 10000674 – Notification of Compliance with the FCP

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

Dear David Leonard:

I am writing to inform you that the compliance assessment initiated on March 11, 2019 has been completed. As a result of the assessment, McCann Worldgroup Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
  - A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given the number of gaps overall, the organization may consider forging links with trade programs, career fairs, professional associations, and universities in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

### **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 March 11, 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 McCann Worldgroup Canada Inc. 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, McCann Worldgroup Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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