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s.24(1)

Labour Program
Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY
Agreement N°: 10000431

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization McKinsey & Company Canada	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) McKinsey & Company	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 541611	Total number of employees (Permanent Full-Time and/or Part-Time) 370 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 110 Charles Street West	City Toronto	Province Ontario	Postal Code M5S 1K9
[REDACTED]			

EMPLOYMENT EQUITY CONTACT			
[REDACTED]		Title Manager of Finance, Accounting and HR	
Telephone Number [REDACTED]	E-mail Address [REDACTED]@mckinsey.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none">• having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND• 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) 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: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) [REDACTED]		Title Assistant Secretary	
Telephone Number [REDACTED]	E-mail Address [REDACTED]	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]		Date (YYYY-MM-DD) 2016-03-15	

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

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



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	50	6	12.0 %	27.6 %	14	-8	National
02 : Middle and Other Managers	National	128	52	40.6 %	39.4 %	50	2	National
03 : Professionals		267	102	38.2 %	41.5 %	111	-9	
1111 : Financial auditors and accountants	National	3	1	33.3 %	56.0 %	2	-1	National
1121 : Human resources professionals	National	10	9	90.0 %	73.2 %	7	2	National
1122 : Professional occupations in business management consulting	National	197	79	40.1 %	42.7 %	84	-5	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.6 %	2	1	National
2171 : Information systems analysts and consultants	National	40	7	17.5 %	27.7 %	11	-4	National
2172 : Database analysts and data administrators	National	2	0	0.0 %	33.0 %	1	-1	National
2173 : Software engineers and designers	National	5	0	0.0 %	16.0 %	1	-1	National
2175 : Web designers and developers	National	5	2	40.0 %	30.8 %	2	0	National
4033 : Educational counsellors	National	2	1	50.0 %	77.7 %	2	-1	National
04 : Semi-Professionals and Technicians		6	5	83.3 %	49.6 %	3	2	
5241 : Graphic designers and illustrators	British Columbia	1	1	100.0 %	48.8 %	0	1	British Columbia
5241 : Graphic designers and illustrators	Ontario	4	3	75.0 %	50.0 %	2	1	Ontario
5241 : Graphic designers and illustrators	Québec	1	1	100.0 %	48.7 %	0	1	Québec
05 : Supervisors		2	2	100.0 %	51.2 %	1	1	
Employment Equity Occupational Group	Montréal	1	1	100.0 %	50.5 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	1	1	100.0 %	52.0 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		34	34	100.0 %	79.8 %	27	7	
Employment Equity Occupational Group	Calgary	3	3	100.0 %	81.2 %	2	1	Calgary
Employment Equity Occupational Group	Montréal	11	11	100.0 %	80.9 %	9	2	Montréal
Employment Equity Occupational Group	Toronto	18	18	100.0 %	79.1 %	14	4	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	78.9 %	2	0	Vancouver



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
10 : Clerical Personnel		8	7	87.5 %	65.1 %	5	2	
Employment Equity Occupational Group	Montréal	2	2	100.0 %	61.6 %	1	1	Montréal
Employment Equity Occupational Group	Toronto	5	4	80.0 %	65.5 %	3	1	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	70.6 %	1	0	Vancouver
Total		495	208	42.0 %	42.7 %	211	-3	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01 : Senior Managers	National	50	0	0.0 %	3.2 %	2	-2	National
02 : Middle and Other Managers	National	128	0	0.0 %	2.7 %	3	-3	National
03 : Professionals		267	0	0.0 %	1.6 %	4	-4	
1111 : Financial auditors and accountants	National	3	0	0.0 %	1.4 %	0	0	National
1121 : Human resources professionals	National	10	0	0.0 %	3.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	197	0	0.0 %	1.6 %	3	-3	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2171 : Information systems analysts and consultants	National	40	0	0.0 %	1.3 %	1	-1	National
2172 : Database analysts and data administrators	National	2	0	0.0 %	1.5 %	0	0	National
2173 : Software engineers and designers	National	5	0	0.0 %	0.6 %	0	0	National
2175 : Web designers and developers	National	5	0	0.0 %	1.6 %	0	0	National
4033 : Educational counsellors	National	2	0	0.0 %	6.7 %	0	0	National
04 : Semi-Professionals and Technicians		6	0	0.0 %	1.6 %	0	0	
5241 : Graphic designers and illustrators	British Columbia	1	0	0.0 %	2.0 %	0	0	British Columbia
5241 : Graphic designers and illustrators	Ontario	4	0	0.0 %	1.4 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	1	0	0.0 %	2.0 %	0	0	Québec
05 : Supervisors		2	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		34	1	2.9 %	1.1 %	0	1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	2.9 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	11	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	18	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	2.1 %	0	1	Vancouver



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
10 : Clerical Personnel		8	0	0.0 %	1.1 %	0	0	
Employment Equity Occupational Group	Montréal	2	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.7 %	0	0	Vancouver
Total		495	1	0.2 %	2.0 %	9	-8	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

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
			#	%	%	#		
01 : Senior Managers	National	50	3	6.0 %	11.5 %	6	-3	National
02 : Middle and Other Managers	National	128	34	26.6 %	17.6 %	23	11	National
03 : Professionals		267	74	27.7 %	28.2 %	75	-1	
1111 : Financial auditors and accountants	National	3	2	66.7 %	32.3 %	1	1	National
1121 : Human resources professionals	National	10	4	40.0 %	16.7 %	2	2	National
1122 : Professional occupations in business management consulting	National	197	43	21.8 %	26.4 %	52	-9	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	18.8 %	1	-1	National
2171 : Information systems analysts and consultants	National	40	17	42.5 %	38.6 %	15	2	National
2172 : Database analysts and data administrators	National	2	1	50.0 %	35.5 %	1	0	National
2173 : Software engineers and designers	National	5	2	40.0 %	46.7 %	2	0	National
2175 : Web designers and developers	National	5	4	80.0 %	27.5 %	1	3	National
4033 : Educational counsellors	National	2	1	50.0 %	16.2 %	0	1	National
04 : Semi-Professionals and Technicians		6	2	33.3 %	26.3 %	2	0	
5241 : Graphic designers and illustrators	British Columbia	1	0	0.0 %	31.4 %	0	0	British Columbia
5241 : Graphic designers and illustrators	Ontario	4	1	25.0 %	28.6 %	1	0	Ontario
5241 : Graphic designers and illustrators	Québec	1	1	100.0 %	11.9 %	0	1	Québec
05 : Supervisors		2	0	0.0 %	36.0 %	1	-1	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	20.4 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	1	0	0.0 %	51.5 %	1	-1	Toronto
07 : Administrative and Senior Clerical Personnel		34	9	26.5 %	30.4 %	10	-1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	20.6 %	1	-1	Calgary
Employment Equity Occupational Group	Montréal	11	1	9.1 %	14.6 %	2	-1	Montréal
Employment Equity Occupational Group	Toronto	18	8	44.4 %	40.6 %	7	1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	39.9 %	1	-1	Vancouver



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

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
			#	%	%	#		
10 : Clerical Personnel		8	3	37.5 %	43.6 %	3	0	
Employment Equity Occupational Group	Montréal	2	0	0.0 %	20.4 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	5	2	40.0 %	52.2 %	3	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	46.7 %	0	1	Vancouver
Total		495	125	25.3 %	24.2 %	120	5	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - McKinsey & Company Canada

Workforce Analysis - Detailed Report

Date: 2018-05-10

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
01/02 : Managers	National	178	2	1.1 %	5.0 %	9	-7	National
03 : Professionals	National	267	2	0.7 %	8.9 %	24	-22	National
04 : Semi-Professionals and Technicians	National	6	0	0.0 %	7.6 %	0	0	National
05 : Supervisors	National	2	0	0.0 %	27.5 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	34	1	2.9 %	10.0 %	3	-2	National
10 : Clerical Personnel	National	8	1	12.5 %	9.3 %	1	0	National
Total		495	6	1.2 %	7.6 %	38	-32	

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: 2018-05-10

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: 2018-05-10

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 - McKinsey & Company Canada

Workforce Analysis - Summary Report

Date: 2018-05-10

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	50	6	12.0 %	27.6 %	14	-8
02 : Middle and Other Managers	128	52	40.6 %	39.4 %	50	2
03 : Professionals	267	102	38.2 %	41.5 %	111	-9
04 : Semi-Professionals and Technicians	6	5	83.3 %	49.6 %	3	2
05 : Supervisors	2	2	100.0 %	51.2 %	1	1
07 : Administrative and Senior Clerical Personnel	34	34	100.0 %	79.8 %	27	7
10 : Clerical Personnel	8	7	87.5 %	65.1 %	5	2
Total	495	208	42.0 %	42.7 %	211	-3

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-05-10

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	50	0	0.0 %	3.2 %	2	-2
02 : Middle and Other Managers	128	0	0.0 %	2.7 %	3	-3
03 : Professionals	267	0	0.0 %	1.6 %	4	-4
04 : Semi-Professionals and Technicians	6	0	0.0 %	1.6 %	0	0
05 : Supervisors	2	0	0.0 %	0.8 %	0	0
07 : Administrative and Senior Clerical Personnel	34	1	2.9 %	1.1 %	0	1
10 : Clerical Personnel	8	0	0.0 %	1.1 %	0	0
Total	495	1	0.2 %	2.0 %	9	-8

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-05-10

Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	50	3	6.0 %	11.5 %	6	-3
02 : Middle and Other Managers	128	34	26.6 %	17.6 %	23	11
03 : Professionals	267	74	27.7 %	28.2 %	75	-1
04 : Semi-Professionals and Technicians	6	2	33.3 %	26.3 %	2	0
05 : Supervisors	2	0	0.0 %	36.0 %	1	-1
07 : Administrative and Senior Clerical Personnel	34	9	26.5 %	30.4 %	10	-1
10 : Clerical Personnel	8	3	37.5 %	43.6 %	3	0
Total	495	125	25.3 %	24.2 %	120	5

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-05-10

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities			Gap #
		Representation		Availability	
		#	%	%	
01/02 : Managers	178	2	1.1 %	5.0 %	9
03 : Professionals	267	2	0.7 %	8.9 %	24
04 : Semi-Professionals and Technicians	6	0	0.0 %	7.6 %	0
05 : Supervisors	2	0	0.0 %	27.5 %	1
07 : Administrative and Senior Clerical Personnel	34	1	2.9 %	10.0 %	3
10 : Clerical Personnel	8	1	12.5 %	9.3 %	1
Total	495	6	1.2 %	7.6 %	38

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-05-10

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: 2018-05-10

003520

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
McKinsey & Company Canada
2018-02-07

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	05	10

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	First/Previous Workforce Analysis			
	All Employees	Women		
		Representation	Availability*	
#	#	%		
01 Senior Managers	50	6	27.6	
02 Middle & Other Managers	128	52	39.4	
03 Professionals	267	102	41.5	
04 Semi-Professionals & Technicians	6	5	49.6	
05 Supervisors	2	2	51.2	
06 Supervisors: Crafts & Trades	0	0	0.0	
07 Administrative & Senior Clerical Personnel	34	34	79.8	
08 Skilled Sales & Service Personnel	0	0	0.0	
09 Skilled Crafts & Trades Workers	0	0	0.0	
10 Clerical Personnel	8	7	65.1	
11 Intermediate Sales & Service Personnel	0	0	0.0	
12 Semi-Skilled Manual Workers	0	0	0.0	
13 Other Sales & Service Personnel	0	0	0.0	
14 Other Manual Workers	0	0	0.0	
Total	495	208	42.7	

Employment Equity Occupational Group (EEOG)	Table 5: Women			
	Subsequent/Current Workforce Analysis			
	All Employees	Women		
		Representation	Availability*	
#	#	%		
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
Total	0	0	0.0	

*** Source:**
2011 National Household Survey

*** Source:**
2016 Census

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McKinsey & Company Canada

2018-02-07

Start Date of Flow Data		
YYYY	MM	DD
2018	05	10

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 1: Women

Table 5: Women

Table 9: Women

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McKinsey & Company Canada

2018-02-07

Start Date of Flow Data		
YYYY	MM	DD
2018	05	10

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

Table 6: Aboriginal Peoples

Table 10: 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
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

McKinsey & Company Canada

2018-02-07

Start Date of Flow Data		
YYYY	MM	DD
2018	05	10

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 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

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

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

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	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 2: Flow Data Analysis

McKinsey & Company Canada

2018-02-07

Start Date of Flow Data		
YYYY	MM	DD
2018	05	10

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 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	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
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003529

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)		All Employees										First/Previous Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2018-05-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-05-10	Annually	Over 3 Years	Annually	Over 3 Years	2018	2021							
		#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%			
01	Senior Managers	50	-100.0%		0	0.0%		0	0	6	0.0%	0	0	8	0	27.6%	27.6%	-8	-8	12.0%	12.0%	
02	Middle & Other Managers	128	-100.0%		0	0.0%		0	0	52	0.0%	0	0	-2	0	39.4%	39.4%	2	2	40.6%	40.6%	
03	Professionals	267	-100.0%		0	0.0%		0	0	102	0.0%	0	0	9	0	41.5%	41.5%	-9	-9	38.2%	38.2%	
04	Semi-Professionals & Tech	6	-100.0%		0	0.0%		0	0	5	0.0%	0	0	-2	0	49.6%	49.6%	2	2	83.3%	83.3%	
05	Supervisors	2	-100.0%		0	0.0%		0	0	2	0.0%	0	0	-1	0	51.2%	51.2%	1	1	100.0%	100.0%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	34	-100.0%		0	0.0%		0	0	34	0.0%	0	0	-7	0	79.8%	79.8%	7	7	100.0%	100.0%	
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	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	8	-100.0%		0	0.0%		0	0	7	0.0%	0	0	-2	0	65.1%	65.1%	2	2	87.5%	87.5%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	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		495	-100.0%		0	0.0%		0	0	208	0.0%	0	0	3	0	42.7%	42.7%	-3	-3	42.0%	42.0%	

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	27.6	0	27.6	
02	Middle & Other Managers	0	0.0	0		
03	Professionals	0	41.5	0	41.5	
04	Semi-Professionals & Tech	0	0.0	0		
05	Supervisors	0	0.0	0		
06	Supervisors: Crafts & Trades	0	0.0	0		
07	Administrative & Sr Clerical	0	0.0	0		
08	Skilled Sales & Service	0	0.0	0		
09	Skilled Crafts & Trades	0	0.0	0		
10	Clerical Personnel	0	0.0	0		
11	Intermediate Sales & Service	0	0.0	0		
12	Semi-Skilled Manual	0	0.0	0		
13	Other Sales & Service	0	0.0	0		
14	Other Manual Workers	0	0.0	0		
Total		0	0.0	0		

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003530

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees										Aboriginal Peoples										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Actual	Over 3 Years	From - To	From - To								
		2018-05-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-05-10	Annually	Over 3 Years	2018	2021									
		#	%	%	#	%	%	#	#	%	#	%	%	%								
01	Senior Managers	50	-100.0%		0	0.0%		0	0	0	0.0%	0	0	2	0	3.2%	3.2%	-2	-2	0.0%	0.0%	
02	Middle & Other Managers	128	-100.0%		0	0.0%		0	0	0	0.0%	0	3	0	2.7%	2.7%	-3	-3	0.0%	0.0%		
03	Professionals	267	-100.0%		0	0.0%		0	0	0	0.0%	0	4	0	1.6%	1.6%	-4	-4	0.0%	0.0%		
04	Semi-Professionals & Tech	6	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.6%	1.6%	0	0	0.0%	0.0%		
05	Supervisors	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	34	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	1.1%	1.1%	1	1	2.9%	2.9%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	8	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.1%	1.1%	0	0	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	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	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		495	-100.0%		0	0.0%		0	0	1	0.0%	0	9	0	2.0%	2.0%	-9	-9	0.2%	0.2%		

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	3.2	0	3.2	
02	Middle & Other Managers	0	2.7	0	2.7	
03	Professionals	0	1.6	0	1.6	
04	Semi-Professionals & Tech	0	0.0	0		
05	Supervisors	0	0.0	0		
06	Supervisors: Crafts & Trades	0	0.0	0		
07	Administrative & Sr Clerical	0	0.0	0		
08	Skilled Sales & Service	0	0.0	0		
09	Skilled Crafts & Trades	0	0.0	0		
10	Clerical Personnel	0	0.0	0		
11	Intermediate Sales & Service	0	0.0	0		
12	Semi-Skilled Manual	0	0.0	0		
13	Other Sales & Service	0	0.0	0		
14	Other Manual Workers	0	0.0	0		
Total		0	0.0	0		

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003531

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						YYYY - YYYY
	2018-05-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	%	%	%	%	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%		
01/02 Managers	178	-100.0%		0	0.0%		0	0	2	0.0%	0	7	5.0%	5.0%	-7	-7	1.1%	1.1%		
03 Professionals	267	-100.0%		0	0.0%		0	0	2	0.0%	0	22	8.9%	8.9%	-22	-22	0.7%	0.7%		
04 Semi-Professionals & Tech	6	-100.0%		0	0.0%		0	0	0	0.0%	0	0	7.6%	7.6%	0	0	0.0%	0.0%		
05 Supervisors	2	-100.0%		0	0.0%		0	0	0	0.0%	0	1	27.5%	27.5%	-1	-1	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	34	-100.0%		0	0.0%		0	0	1	0.0%	0	2	10.0%	10.0%	-2	-2	2.9%	2.9%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	8	-100.0%		0	0.0%		0	0	1	0.0%	0	0	9.3%	9.3%	0	0	12.5%	12.5%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	495	-100.0%		0	0.0%		0	0	6	0.0%	0	32	7.6%	7.6%	-32	-32	1.2%	1.2%		

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	5.0		5.0	
03 Professionals	0	8.9		8.9	
04 Semi-Professionals & Tech	0	0.0			
05 Supervisors	0	27.5		27.5	
06 Supervisors: Crafts & Trades	0	0.0			
07 Administrative & Sr Clerical	0	10.0		10.0	
08 Skilled Sales & Service	0	0.0			
09 Skilled Crafts & Trades	0	0.0			
10 Clerical Personnel	0	0.0			
11 Intermediate Sales & Service	0	0.0			
12 Semi-Skilled Manual	0	0.0			
13 Other Sales & Service	0	0.0			
14 Other Manual Workers	0	0.0			
Total	0	0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003532

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2018-05-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-05-10	Annually	Over 3 Years	Annually	Over 3 Years	2018	2021							
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01	Senior Managers	50	-100.0%		0	0.0%		0	0	3	0.0%	0	3	0	11.5%	11.5%	-3	-3	6.0%	6.0%		
02	Middle & Other Managers	128	-100.0%		0	0.0%		0	0	34	0.0%	0	-11	0	17.6%	17.6%	11	11	26.6%	26.6%		
03	Professionals	267	-100.0%		0	0.0%		0	0	74	0.0%	0	1	0	28.2%	28.2%	-1	-1	27.7%	27.7%		
04	Semi-Professionals & Tech	6	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0	26.3%	26.3%	0	0	33.3%	33.3%		
05	Supervisors	2	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	36.0%	36.0%	-1	-1	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	34	-100.0%		0	0.0%		0	0	9	0.0%	0	1	0	30.4%	30.4%	-1	-1	26.5%	26.5%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	8	-100.0%		0	0.0%		0	0	3	0.0%	0	0	0	43.6%	43.6%	0	0	37.5%	37.5%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	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		495	-100.0%		0	0.0%		0	0	125	0.0%	0	-5	0	24.2%	24.2%	5	5	25.3%	25.3%		

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	11.5		11.5	
02 Middle & Other Managers	0	0.0			
03 Professionals	0	28.2		28.2	
04 Semi-Professionals & Tech	0	0.0			
05 Supervisors	0	36.0		36.0	
06 Supervisors: Crafts & Trades	0	0.0			
07 Administrative & Sr Clerical	0	30.4		30.4	
08 Skilled Sales & Service	0	0.0			
09 Skilled Crafts & Trades	0	0.0			
10 Clerical Personnel	0	0.0			
11 Intermediate Sales & Service	0	0.0			
12 Semi-Skilled Manual	0	0.0			
13 Other Sales & Service	0	0.0			
14 Other Manual Workers	0	0.0			
Total	0	0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003533

Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected				From - To	From - To								
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years	0	3	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		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	#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	#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	#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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	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	#DIV/0!	#DIV/0!

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

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

Table 10: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003534

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To YYYY - YYYY	0						3
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01 Senior Managers	0	-100.0%		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	#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	#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	#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	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		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	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	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	#DIV/0!	#DIV/0!	

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

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

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003535

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities
Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To YYYY - YYYY	0						3
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 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	#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	#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	#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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	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	#DIV/0!	#DIV/0!

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

McKinsey & Company Canada

2018-02-07

003536

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To YYYY - YYYY	0						3
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	%	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		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	#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	#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	#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	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		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	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	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	#DIV/0!	#DIV/0!	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		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	

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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
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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Women								All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference					
01 Senior Managers	2018	50	6	12.0	27.6	14	-8	43.5																
	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	0	0	0.0	0
02 Middle & Other Managers	2018	128	52	40.6	39.4	50	2	103.1																
	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	0
03 Professionals	2018	267	102	38.2	41.5	111	-9	92.1																
	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	0
04 Semi-Professionals & Technicians	2018	6	5	83.3	49.6	3	2	168.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	2	2	100.0	51.2	1	1	195.3																
	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	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Women		Women				Women				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01 Senior Managers	0	0	0	0.0	0	0.0	27.6	0.0	0	0.0	27.6	0.0		
	3	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	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	41.5	0.0	0	0.0	41.5	0.0		
	3	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	0.0	0.0		
	3	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	0.0	0.0		
	3	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	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D 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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Women								All Employees		Women		All Employees		Women		All Employees		Women			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
07	Administrative & Senior Clerical	2018	34	34	100.0	79.8	27	7	125.3																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	8	7	87.5	65.1	5	2	134.4																
		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
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Women		Women				Women				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled 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			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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	
		3	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D 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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Women								All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference					
13 Other Sales & Service Personnel	2018	0	0.0	0.0	0.0	0	0	0	0.0															
	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	0	0.0	0.0	0.0	0	0	0	0.0															
	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
Total	2018	495	42.0	42.7	211	-3	98.4																	
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Women		Women				Women				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
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		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		
	3	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	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0	0.0		

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Part 5: Results - Aboriginal Peoples

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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P ÷ F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F + 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Aboriginal Peoples								All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
01 Senior Managers	2018	50	0.0	0.0	3.2	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	0	0.0	0	0
02 Middle & Other Managers	2018	128	0.0	0.0	2.7	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	0	0.0	0	0
03 Professionals	2018	267	0.0	0.0	1.6	4	-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	0.0	0	0
04 Semi-Professionals & Technicians	2018	6	0.0	0.0	1.6	0	0	0.0																	
	0	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2018	2	0.0	0.0	0.8	0	0	0.0																	
	0	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	0	0.0	0.0	0.0	0	0	0.0																	
	0	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Aboriginal Peoples				Aboriginal Peoples						
		Actual	Goal	Percent of Goal Met	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	3.2	0.0	0	0.0	3.2	0.0			
	3	0	0.0			0.0	0.0			0.0	0.0			
02 Middle & Other Managers	0	0	0.0	0	0.0	2.7	0.0	0	0.0	2.7	0.0			
	3	0	0.0			0.0	0.0			0.0	0.0			
03 Professionals	0	0	0.0	0	0.0	1.6	0.0	0	0.0	1.6	0.0			
	3	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	0.0	0.0			
	3	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	0.0	0.0			
	3	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	0.0	0.0			
	3	0	0.0			0.0	0.0			0.0	0.0			

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D 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 ÷ F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		Aboriginal Peoples										Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference
#	#	%	%	#	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	34	1	2.9	1.1	0	1	267.4															
		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
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
10	Clerical Personnel	2018	8	0	0.0	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	0	0.0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments				
		Flow Data		Short-term Goals				Long-term Goals										
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples										
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met							
#	#	#	%	#	%	#	%	#	%	#	%							
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0			0	0.0			0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0			0	0.0			0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0			0	0.0			0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	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	0.0	0	0.0	
		3	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	0.0	0	0.0	
		3	0	0	0.0			0	0.0			0	0.0			0	0.0	

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

McKinsey & Company Canada

2018-02-07

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
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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Aboriginal Peoples								All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
13 Other Sales & Service Personnel	2018	0	0.0	0.0	0.0	0	0	0	0.0																
	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	0	0.0	0	0.0	0	0	0	0.0																
	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	
Total	2018	495	0.2	1	2.0	10	-9	10.1																	
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees		Aboriginal Peoples				Aboriginal Peoples					
		#	%	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	
	3	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	
	3	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	0.0	
	3	0	0	0.0		0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

McKinsey & Company Canada

2018-02-07

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
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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference					
01&02 Managers	2018	178	2	1.1	5.0	9	-7	22.5																
	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	0	0	0.0	0
03 Professionals	2018	267	2	0.7	8.9	24	-22	8.4																
	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
04 Semi-Professionals & Technicians	2018	6	0	0.0	7.6	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	2	0	0.0	27.5	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	0.0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		#	%	Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01&02 Managers	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	8.9	0.0	0	0.0	8.9	0.0		
	3	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	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	27.5	0.0	0	0.0	27.5	0.0		
	3	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	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

McKinsey & Company Canada

2018-02-07

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
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
07	Administrative & Senior Clerical	2018	34	1	2.9	10.0	3	-2	29.4																
		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
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	8	1	12.5	9.3	1	0	134.4																
		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
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	10.0	0.0	0	0.0	10.0	0.0	
		3	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	
		3	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	
		3	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

McKinsey & Company Canada

2018-02-07

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
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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis											
		Workforce										Hires				Promotions				Terminations			
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities	
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
13 Other Sales & Service Personnel	2018	0	0.0	0.0	0.0	0	0	0.0															
	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0				
14 Other Manual Workers	2018	0	0.0	0.0	0.0	0	0	0.0															
	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0				
Total	2018	495	6	1.2	7.6	38	-32	15.9															
	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0				

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		#	%	Actual	Goal	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		
	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		
	3	0	0	0.0										
Total	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	3	0	0	0.0										

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

McKinsey & Company Canada

2018-02-07

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
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Visible Minorities								All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference					
01 Senior Managers	2018	50	3	6.0	11.5	6	-3	52.2																
	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
02 Middle & Other Managers	2018	128	34	26.6	17.6	23	11	150.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	267	74	27.7	28.2	75	-1	98.3																
	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	0
04 Semi-Professionals & Technicians	2018	6	2	33.3	26.3	2	0	126.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	2	0	0.0	36.0	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	0.0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Visible Minorities				Visible Minorities						
		Actual	Goal	Percent of Goal Met	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	11.5	0.0	0	0.0	11.5	0.0		
	3	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	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	28.2	0.0	0	0.0	28.2	0.0		
	3	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	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	36.0	0.0	0	0.0	36.0	0.0		
	3	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	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

McKinsey & Company Canada

2018-02-07

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
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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Visible Minorities								All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
07	Administrative & Senior Clerical	2018	34	9	26.5	30.4	10	-1	87.1																
		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	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2018	8	3	37.5	43.6	3	0	86.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Visible Minorities				Visible Minorities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	%	#	%	%	#	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	30.4	0.0	0	0.0	30.4	0.0	
		3	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	
		3	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	
		3	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

McKinsey & Company Canada

2018-02-07

003548

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
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 ÷ F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis											
		Workforce										Hires				Promotions				Terminations			
		All Employees		Visible Minorities								All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities	
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
13 Other Sales & Service Personnel	2018	0	0.0	0.0	0.0	0	0	0.0															
	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0				
14 Other Manual Workers	2018	0	0.0	0.0	0.0	0	0	0.0															
	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0				
Total	2018	495	25.3	24.2	120	5	104.3																
	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				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities				
		#	%	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		
	3	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		
	3	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	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
McKinsey & Company Canada
2018-02-07

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):

Introduction

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

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

Completion of sections B to H is voluntary. It is mandatory to complete Section A and Section I.

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.

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 Braille, large print or audio format upon request.

A. Name: _____

Section/Branch: _____

Position: _____

FMNO Employee number: _____

Employment status: Full-time employee

Part-time employee

Temporary employee

Self-identification Questionnaire

B. Gender

Female Male

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

C. Aboriginal Peoples

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

Are you an Aboriginal person?

Yes No

D. Visible Minorities

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

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

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

Are you a member of a visible minority?

Yes No

E. Persons with Disabilities

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

Examples of disabilities include, but are not limited to:

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

Are you a person with a disability?

Yes No

F. Additional Data for Accommodation Purposes

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

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 the employment equity contact by phone 416-313-4047 or email CAN_HR@mckinsey.com.

I. Employee Signature

Signature: _____ Date: _____

Thank you for your participation!

From: [REDACTED]@mckinsey.com>
Sent: February 8, 2019 10:20 AM
To: Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>
Cc: [REDACTED]@mckinsey.com>
Subject: RE: Government of Canada Agreement 10000431 – Notification of First Compliance Assessment under the Federal Contractors Program

Hi Maurice,

Attached herewith are the required documents in compliance with the Notification of First Compliance Assessment under the Federal Contractors Program.

1. The self-identification questionnaire used to conduct your workforce survey – **please see attached**
2. The results of your workforce survey including:
 - the number of employees that were surveyed – **495**
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and – **439**
 - the number of fully completed and returned self-identification questionnaires – **407**
3. The workforce analysis results (Summary Report and Detailed Report). **please see attached**
4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists. **please see attached**

Please let us know if there are missing information.

Thanks!

Kind regards,

[REDACTED] Sr. HR Administrator

McKinsey & Company Canada | 110 Charles Street West, Toronto, ON M5S 1K9 Canada

[REDACTED]@mckinsey.com

McKinsey&Company

Toronto office has temporarily moved to:
200 University Avenue, Suite 300
Toronto, ON M5H 3C6

From: maurice.yakibonge@labour-travail.gc.ca <maurice.yakibonge@labour-travail.gc.ca>
Sent: February 7, 2019 4:11 PM
To: [REDACTED]@mckinsey.com>
Cc: [REDACTED]@mckinsey.com>
Subject: [EXI] Government of Canada Agreement 10000431 – Notification of First Compliance Assessment under the Federal Contractors Program

Good afternoon [REDACTED]

As part of the first compliance assessment, you are required to submit the following information:

1. The self-identification questionnaire used to conduct your workforce survey.

2. The results of your workforce survey including:
 - the number of employees that were surveyed;
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and
 - the number of fully completed and returned self-identification questionnaires.
3. The workforce analysis results (Summary Report and Detailed Report).
4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists.

Should you have any questions, please do not hesitate to contact me.

Regards,

Maurice Ntambwe Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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!

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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Federal Contractors Program Report of the First Compliance Assessment

Employer Name: McKinsey & Company Canada

Primary Location: Toronto (Ontario)

Number of Employees: 495

- Ontario 330
- Québec 100
- British Columbia 27
- Alberta 38

Organization Overview:

NAICS 5416 Management, Scientific and Technical Consulting Services

McKinsey & Company Canada conducts qualitative and quantitative analysis to evaluate management decisions. The company's line of business includes providing business consulting services.

Key Dates – First Year Assessment

Initiated: 2017-05-02
 Received: 2019-02-08
 Workforce Analysis: 2018-05-10

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	495	100
Number of questionnaires returned:	439	89
Number of completed questionnaires returned:	407	82

- 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)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-8	27.6	27.6	12.0	27.6
02	Middle & Other Managers	-9	39.4	39.4	40.6	39.4

Observations: None

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-2	3.2	3.2	0.0	3.2
02	Middle & Other Managers	-3	2.7	2.7	0.0	2.7
03	Professionals	-4	1.6	1.6	0.0	1.6

Observations: None

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-3	11.5	11.5	6.0	11.5
03	Professionals	-1	28.2	28.2	27.7	28.2
05	Supervisors	-1	36.0	36.0	0.0	36.0
07	Admin and Senior Clerical Personnel	-1	30.4	30.4	26.5	30.4

Observations: None

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
1/2	Managers	-7	5.0	5.0	1.1	5.0

03	Professionals	-22	8.9	8.9	0.7	8.9
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Admin and Senior Clerical Personnel	-2	10.0	10.0	2.9	10.0

Observations: None

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- McKinsey & Company Canada may want to support its hiring and promotion goals with a plan containing measures to attract and retain individuals from the designated groups as employees. The organization is encouraged to adopt measures it sees as best suited to their context in order to ensure reasonable progress towards achieving its goals.
- Given that a number of gaps are present in all four designated groups, McKinsey & Company Canada may consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help in reducing or eliminating the gaps.

Name of Analyst: Maurice N. Yakibonge

Date: 2019-02-01

From: Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME
Sent: February 14, 2019 11:35 AM
To: [REDACTED]@mckinsey.com'; [REDACTED]@mckinsey.com>; [REDACTED]@mckinsey.com'
[REDACTED]@mckinsey.com>
Cc: [REDACTED]@mckinsey.com'; [REDACTED]@mckinsey.com>
Subject: Government of Canada Agreement Number: 10000431 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Robert Samek:

I am writing to inform you that the compliance assessment initiated on May 2, 2017 has been completed. As a result of the assessment, McKinsey & Company Canada 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 McKinsey & Company Canada's employment equity program.

- McKinsey & Company Canada may want to support its hiring and promotion goals with a plan containing measures to attract and retain individuals from the designated groups as employees. The organization is encouraged to adopt measures it sees as best suited to their context in order to ensure reasonable progress towards achieving its goals.
- Given that a number of gaps are present in all four designated groups, McKinsey & Company Canada may consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help in reducing or 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 **May 2, 2020**. 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 McKinsey & Company Canada is notified of a subsequent assessment, the following information will be required:

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, McKinsey & Company

Canada will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Workplace Equity Team

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



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

From: [redacted]@mckinsey.com [redacted]@mckinsey.com>
Sent: October 4, 2017 9:12 AM
To: EE-EME <ee-eme@hrsdcc-rhdcc.gc.ca>
Cc: [redacted]@mckinsey.com; Begg, Suzanne SV [NC] <suzanne.begg@labour-travail.gc.ca>
Subject: Survey - McKinsey & Company Canada

Hello,

Please find attached a copy of the drafted self-identification questionnaire for review and approval prior to commencing our workforce survey.

Thank you in advance!

Kindest regards,

[redacted]

[redacted]

McKinsey & Company Canada | 110 Charles Street West, Toronto, ON M5S 1K9 Canada

Tel: + [redacted]
[redacted]@mckinsey.com | www.mckinsey.com

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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