Copplication Submitted 5-17-2018 by Hammer PROTECTED WHEN COMPLETED.

Labour Program Federal Contractors Program

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Agreement	Mo.			
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New Agreement	(All sections r	nust be complet	ted)		
Revised Agreement					
V	OPC	ANIZATION			
Legal Name of Organization			Parent company	is located outside	Canada
Ray. Anderson As	cociates L	in ted			and the state of
1 A 1 . 5 . 8 . 8 . 8 . 8 . 7 . 8				Yes	<u>∠</u> .No″
Operating Name (if different from Legal Name	of Organization)		Bu î î		
				employees in Cana Time and/or Part-	
Organization's North American Industry Classi	fication System (NAICS) Code	e Number			
To find your organization's four-digit NAICS co http://www.statcan.gc.ca/subjects-sujets/stand		ict.licta_ann hIm	Federally F	tegulated	
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Address (building number, street, suite, etc.)	HEA	D OFFICE	***************************************	10	I On alat Conde
•	4	Toront	·\$\`	Province	Postal Code ///25 428
2001 Sheppord	IVe. East	Telephone Number			
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	FMPI OVMENT	EQUITY CONT	ACT		•••••••••••••••••••••••••••••••
Name (print)		Title			
Terri Zivana Telephone Number	<u>(</u>	Homes	a Resa	U166 1	<i>V) O. V. O. C. C. C.</i> ge of Correspondênce
· ·			1	Preferred Languag	je of Correspondénce
416=497-8600	Tzimmeré	Procente	csanda	English	French
	CERT	IFICATION			
The above-named organization:					
 having a combined workforce of 100 in 	or more permanent full-tim	e and permanent p	art-time employe	es in Canada,	AND
 intending to bid on, or being in receip Supply Arrangement, valued at \$1,00 			contract, standing	g offer or contra	ct issued under a
hereby certifies its commitment to implem	ent or maintain employme	nt equity on an on-	going basis, bey	ond the period o	of the procurement
instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/end			nformation on ho	ow to implement	employment equity
Important note: If an audit of the Agreem	and to Implement Country	and Wardhaman			-6.4
Important note: If an audit of the Agreen the procurement instrument(s) with the Go			ers misrepresend	ation on the part	or the organization,

	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	NATORY			
NOTE: The signatory must be the Chief contract on behalf of the organization.	Executive Officer <b>OR</b> an au ation.	uthorized person in	an executive po	sition with legal	authority to sign a
Name (print)	- L	Title	4	a sum of	
Telephone Number	E-mail Address	LECCENT	ENT G	( E ()	age of Correspondence
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416 - 427 - 8600	1990 at Orive	<b>Carrier Communication Contraction</b>	1 <i>(</i>	□/Englis	h  French
Signature		Date (YYYY-MM-DC	D)		
	$\sim$	2018	- 05-1	7	
Privacy Notice:	·····	· · · · · · · · · · · · · · · · · · ·		·····	
The information you provide on this form is coll Contractors Program (FCP).	ected under the authority of s	ection 42 of the Empl	loyment Equity Act	to determine your	eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal informatio vernment goods or services o	n will result in the org ontracts of any value	anization's name t and may also resu	peing placed on the	e FCP Limited Eligibility on of the contract.
The information you provide may be used and/disclosures of your personal information will ne	or disclosed for policy analysis ver result in an administrative	s, research and/or ev decision being made	aluation purposes. about you.	However, these a	dditional uses and/or

# RETURN INSTRUCTIONS

Your personal information is administered 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 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a>. *Info Source* may also be accessed online at any Service Canada Centre.

# IMPORTANT

• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca.

# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

# Women

			Women					
Employment Equity Occupational Group Inte	Internal Location	All Employees	Repres	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	20	2	10.0 %	27.6 %	6	-4	National
02 : Middle and Other Managers	National	42	6	14.3 %	39.4 %	17	-11	National
03 : Professionals		108	26	24.1 %	21.6 %	23	3	
1111 : Financial auditors and accountants	National	1	0	0.0 %	56.0 %	1	-1	National
1121 : Human resources professionals	National	2	2	100.0 %	73.2 %	1	1	National
2131 : Civil engineers	National	98	20	20.4 %	17.7 %	17	3	National
2171 : Information systems analysts and consultants	National	1	1	100.0 %	27.7 %	0	1	National
2175 : Web designers and developers	National	1	0	0.0 %	30.8 %	0	0	National
5111 : Librarians	National	2	2	100.0 %	81.4 %	2	0	National
5121 : Authors and writers	National	3	1	33.3 %	56.1 %	2	-1	National
04 : Semi-Professionals and Technicians		26	5	19.2 %	14.7 %	4	1	
2231 : Civil engineering technologists and technicians	New Brunswick	1	0	0.0 %	12.0 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Ontario	25	5	20.0 %	14.9 %	4	1	Ontario
05 : Supervisors		1	1	100.0 %	52.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	52.0 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		14	14	100.0 %	81.4 %	11	3	
Employment Equity Occupational Group	Greater Sudbury	2	2	100.0 %	85.7 %	2	0	Greater Sudbury
Employment Equity Occupational Group	London	1	1	100.0 %	82.8 %	1	0	London
Employment Equity Occupational Group	Moncton	1	1	100.0 %	81.6 %	1	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	85.7 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	76.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	1	100.0 %	84.3 %	1	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	1	1	100.0 %	82.4 %	1	0	St. Catharines -
Employment Equity Occupational Group	Toronto	6	6	100.0 %	79.1 %	5	1	Toronto



# **Workforce Analysis - Detailed Report**

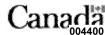
Date: 2019-05-17

# Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
10 : Clerical Personnel		8	5	62.5 %	65.5 %	5	0	
Employment Equity Occupational Group	Toronto	8	5	62.5 %	65.5 %	5	0	Toronto
Total		219	59	27.0 %	30.3 %	67	-8	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

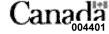


# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

# **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	•	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	20	0	0.0 %	3.2 %	1	• 1	National
02 : Middle and Other Managers	National	42	2	4.8 %	2.7 %	1	1	National
03 : Professionals		108	0	0.0 %	1.5 %	2	-2	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1121 : Human resources professionals	National	2	0	0.0 %	3.1 %	0	0	National
2131 : Civil engineers	National	98	0	0.0 %	1.4 %	1		National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.3 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	1.6 %	0	0	National
5111 : Librarians	National	2	0	0.0 %	2.4 %	0	0	National
5121 : Authors and writers	National	3	0	0.0 %	2.3 %	0	0	National
04 : Semi-Professionals and Technicians		26	2	7.7 %	1.9 %	0	2	
2231 : Civil engineering technologists and technicians	New Brunswick	1	0	0.0 %	2.3 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Ontario	25	2	8.0 %	1.9 %	0	2	Ontario
05 : Supervisors		1	0	0.0 %	0.9 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		14	0	0.0 %	2.6 %	0	0	
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	8.8 %	0	0	Greater Sudbury
Employment Equity Occupational Group	London	1	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	1.8 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.3 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.4 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines -	1	0	0.0 %	1.9 %	0	0	St. Catharines -
Employment Equity Occupational Group	Niagara Toronto	6	0	0.0 %	0.8 %	0	0	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

# **Aboriginal Peoples**

				Abori	ginal Peoples	<b>s</b>		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
10 : Clerical Personnel		8	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.8 %	0	0	Toronto
Total		219	4	1.8 %	2.0 %	4	0	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

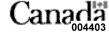


# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

# **Members of Visible Minorities**

				orities				
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	20	4	20.0 %	11.5 %	2	2	National
02 : Middle and Other Managers	National	42	14	33.3 %	17.6 %	7	7	National
03 : Professionals		108	49	45.4 %	29.0 %	31	18	
1111 : Financial auditors and accountants	National	1	1	100.0 %	32.3 %	0	1	National
1121 : Human resources professionals	National	2	0	0.0 %	16.7 %	0	0	National
2131 : Civil engineers	National	98	45	45.9 %	30.0 %	29	16	National
2171 : Information systems analysts and consultants	National	1	1	100.0 %	38.6 %	0	1	National
2175 : Web designers and developers	National	1	0	0.0 %	27.5 %	0	0	National
5111 : Librarians	National	2	0	0.0 %	11.4 %	0	0	National
5121 : Authors and writers	National	3	2	66.7 %	12.8 %	0	2	National
04 : Semi-Professionals and Technicians		26	10	38.5 %	22.8 %	6	4	
2231 : Civil engineering technologists and technicians	New Brunswick	1	0	0.0 %	1.1 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Ontario	25	10	40.0 %	23.7 %	6	4	Ontario
05 : Supervisors		1	0	0.0 %	51.5 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	51.5 %	1	-1	Toronto
07 : Administrative and Senior Clerical Personnel		14	3	21.4 %	20.2 %	3	0	
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	2.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	London	1	0	0.0 %	8.8 %	0	0	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	2.4 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.2 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.1 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	0	0.0 %	2.8 %	0	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	1	1	100.0 %	5.5 %	0	1	St, Catharines -
Employment Equity Occupational Group	Toronto	6	2	33.3 %	40.6 %	2	0	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

# **Members of Visible Minorities**

				Members o	f Visible Min	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
10 : Clerical Personnel		8	5	62.5 %	52.2 %	4	1	
Employment Equity Occupational Group	Toronto	8	5	62.5 %	52.2 %	4	1	Toronto
Total		219	85	38.8 %	24.9 %	 54	31	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



# **Workforce Analysis - Detailed Report**

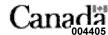
Date: 2019-05-17

# **Persons with Disabilities**

				Persons	with Disabili	ties		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	62	0	0.0 %	5.0 %	3	-3	National
03 : Professionals	National	108	5	4.6 %	8.9 %	10	-5	National
04 : Semi-Professionals and Technicians	National	26	2	7.7 %	7.6 %	2	0	National
05 : Supervisors	National	1	0	0.0 %	27.5 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	14	0	0.0 %	10.0 %	1	• 1	National
10 : Clerical Personnel	National	8	0	0.0 %	9.3 %	1	-1	National
Total		219	7	3.2 %	7.8 %	17	-10	

Total may not equal sum of components due to rounding.

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



# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

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

test

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



# **Workforce Analysis - Detailed Report**

Date: 2019-05-17

# 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



# **Workforce Analysis - Summary Report**

Date: 2019-05-24

# Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	epresentation		lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	20	2	10.0 %	27.6 %	6	-4
02 : Middle and Other Managers	42	6	14.3 %	39.4 %	17	-11
03 : Professionals	108	26	24.1 %	21.6 %	23	3
04 : Semi-Professionals and Technicians	26	5	19.2 %	14.7 %	4	1
05 : Supervisors	1	1	100.0 %	52.0 %	1	0
07 : Administrative and Senior Clerical Personnel	14	14	100.0 %	81.4 %	11	3
10 : Clerical Personnel	8	5	62.5 %	65.5 %	5	0
Total	219	59	27.0 %	30.3 %	67	-8



# **Workforce Analysis - Summary Report**

Date: 2019-05-24

# **Aboriginal Peoples**

	Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability Gap			
	#	#	%	%	#	#		
01 : Senior Managers	20	0	0.0 %	3.2 %	1	-1		
02 : Middle and Other Managers	42	2	4.8 %	2.7 %	1	1		
03 : Professionals	108	0	0.0 %	1.5 %	2	-2		
04 : Semi-Professionals and Technicians	26	2	7.7 %	1.9 %	0	2		
05 : Supervisors	1	0	0.0 %	0.9 %	0	0		
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	2.6 %	0	0		
10 : Clerical Personnel	8	0	0.0 %	0.8 %	0	0		
Total	219	4	1.8 %	2.0 %	4	0		



# **Workforce Analysis - Summary Report**

Date: 2019-05-24

# **Members of Visible Minorities**

	Members of Visible Minorities								
Employment Equity Occupational Group	All Employees	Repres	Representation		ilability	Gap			
	#	#	%	%	#	#			
01 : Senior Managers	20	4	20.0 %	11.5 %	2	2			
02 : Middle and Other Managers	42	14	33.3 %	17.6 %	7	7			
03 : Professionals	108	49	45.4 %	29.0 %	31	18			
04 : Semi-Professionals and Technicians	26	10	38.5 %	22.8 %	6	4			
05 : Supervisors	1	0	0.0 %	51.5 %	1	-1			
07 : Administrative and Senior Clerical Personnel	14	3	21.4 %	20.2 %	3	0			
10 : Clerical Personnel	8	5	62.5 %	52.2 %	4	1			
Total	219	85	38.8 %	24.9 %	54	31			



# **Workforce Analysis - Summary Report**

Date: 2019-05-24

# Persons with Disabilities

	Persons with Disabilities							
Employment Equity Occupational Group	All Employees	Representation		Avai	lability	Gap		
	#	#	%	%	#	#		
01/02 : Managers	62	0	0.0 %	5.0 %	3	-3		
03 : Professionals	108	5	4.6 %	8.9 %	10	-5		
04 : Semi-Professionals and Technicians	26	2	7.7 %	7.6 %	2	0		
05 : Supervisors	1	0	0.0 %	27.5 %	0	0		
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	10.0 %	1	-1		
10 : Clerical Personnel	8	0	0.0 %	9.3 %	1	-1		
Total	219	7	3.2 %	7.8 %	17	-10		



# **Workforce Analysis - Summary Report**

Date: 2019-05-24

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

test

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



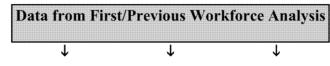
# **Workforce Analysis - Summary Report**

Date: 2019-05-24

# WFA Defaults - Persons with Disabilities

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





Data from Su	bsequent/Curre Analysis	ent Workforce
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Data from Fi	st/Previous Workf	orce Analysis
		·
YYYY	MM	DD
2019	05	24

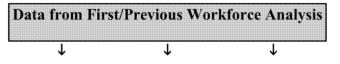
Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

		Table 1: Women								
		First/Previous Workforce Analysis								
Fasal.	ourment Fauity Occupational Cusus (FFOC)	All Employees	Women							
շաբո	oyment Equity Occupational Group (EEOG)		Representation	Availability*						
		#	#	%						
01	Senior Managers	20	2	27.6						
02	Middle & Other Managers	42	6	39.4						
03	Professionals	108	26	21.6						
04	Semi-Professionals & Technicians	26	5	14.7						
05	Supervisors	1	1	52.0						
06	Supervisors: Crafts & Trades	0	0	0.0						
07	Administrative & Senior Clerical Personnel	14	14	81.4						
08	Skilled Sales & Service Personnel	0	0	0.0						
09	Skilled Crafts & Trades Workers	0	0	0.0						
10	Clerical Personnel	8	5	65.5						
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		219	59	30.3						

,	Гable 5: Women						
Subsequent	/Current Workford	e 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					
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* Source:			
2016 Censi	us		

* S	our	ce:										



Data from Sul	bsequent/Curr Analysis	ent Workforce
$\downarrow$	1	1

2019	05	24
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

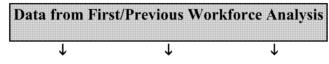
Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		Analysis
Employment Equity Occupational Group (EEOG)		All Employees	Aborigina	ıl Peoples
			Representation	Availability*
		#	#	%
01	Senior Managers	20	0	3.2
02	Middle & Other Managers	42	2	2.7
03	Professionals	108	0	1.5
04	Semi-Professionals & Technicians	26	2	1.9
05	Supervisors	1	0	0.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	14	0	2.6
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	0	0.8
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		219	4	2.0

Table 6: Aboriginal Peoples		
Subsequent/Current Workforce Analysis		
All Employees	Aboriginal	l Peoples
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0

* Source:	
2016 Census	

* Source	•		
0			



Data from Su	bsequent/Curre Analysis	ent Workforce
<b>\</b>	1	1

2019	05	24
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

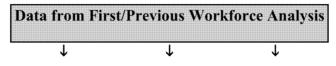
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YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Previous Workforce Analysis		
FI (FFOC)		All Employees	Members of Vis	ible Minorities
Empre	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	20	4	11.5
02	Middle & Other Managers	42	14	17.6
03	Professionals	108	49	29.0
04	Semi-Professionals & Technicians	26	10	22.8
05	Supervisors	1	0	51.5
06	Supervisors: Crafts & Trades	0	o	0.0
07	Administrative & Senior Clerical Personnel	14	3	20.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	5	52.2
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		219	85	24.9

Subsequent	t/Current Workfore	e Analysis
All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

2016	Cen	SUS					
* 80	urce						

* Source:		
0		



Data from Sub	sequent/Curr Analysis	ent Workforce
<b>\</b>	<b>\</b>	1

2019	05	24
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

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

		Table 4: Persons with Disabilities			
		First/Previous Workforce Analysis			
E-sala	remont Fauity Occupational Cross (FFOC)	All Employees	Persons with	Disabilities	
cmpio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01/02	Managers	62	0	5.0	
03	Professionals	108	5	8.9	
04	Semi-Professionals & Technicians	26	2	7.6	
05	Supervisors	1	0	27.5	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	14	0	10.0	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	8	0	9.3	
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		219	7	11.3	

Table 8: Persons with Disabilities					
Subsequent	/Current Workforc	e Analysis			
All Employees	Persons with	Disabilities			
	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	ol	0.0			
0	o	0.0			
0	0	0.0			
0	o	0.0			
0	0	0.0			
0	ol	0.0			
0	0	0.0			
0	0	0.0			

* Source:			
2017 Canadia	n Survey on Dis	ability	

* Source	e:			

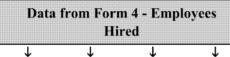
# Part 2: Flow Data Analysis

# R.V. Anderson Associates Limited

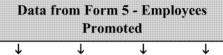
[Date: 2019-05-24]

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End I	Date of Flow	Data



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Data	Term	n 6 - Emp inated		
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	Table 9:	Women		

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

Full-time / National		Part-time / National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
0	0	0	0	
이	0	0	0	
0	0	0	0	
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0	0	0	0	
0	0	0	0	
0	0	0	0	

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

# Part 2: Flow Data Analysis

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

05	05	24
YYYY	MM	DD
Start	Date of Flow	Data

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

# Data from Form 4 - Employees Hired

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

Full-time / National		Part-time / National		
All Employees Promoted Aborigina Peoples Promotec		All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
o	0	0	0	
o	0	0	0	
o	0	0	0	
0	0	0	(	
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0	0	0	0	
0	0	0	0	
0	0	0	0	

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

# Part 2: Flow Data Analysis

# R.V. Anderson Associates Limited

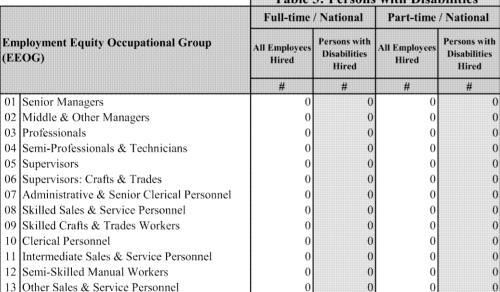
[Date: 2019-05-24]

Start	Date of Flow	Data
YYYY	MM	DD
05	05	24

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

# Data from Form 4 - Employees Hired

# **Table 3: Persons with Disabilities**



14 Other Manual Workers

Total

# Data from Form 5 - Employees Promoted

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	(					
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0	0	0	C					
0	0	0	0					
0	0	0	(					
0	0	0						
0	0	0	0					

# Data from Form 6 - Employees Terminated

Full-time	/ National	Part-time / National						
All 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					
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0	0	0	0					

# Part 2: Flow Data Analysis

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

05	05	24
YYYY	MM	DD
Start	Date of Flow	Data

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



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Data from Form 5 - Employees Promoted	•		of Visible A	
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	Data		•	oyees

Data from Form 6 - Employees Terminated T T T

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

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

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

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for First/Previous Goals

A		<u> </u>	<u>E</u>	Ī F	G	H	<u> </u>		K	L	<u> M</u>	l N	0	į P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalen to H	t KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	1	K÷C	(K - M + O) + (C + F)
**CCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCC	Ţ	Ţ	J	Ţ	<b>T</b>	<b>V</b>	<b></b>	Ţ	<b>4</b>	Ţ	Ţ	Ţ	1	Ţ	Ţ	<b>1</b>	Ţ	Į.	Ţ
										Table 1:	Women								

							P IFSI/	Previous Short-term G	oais					
			AHE	Employees						II .	omen			
		· ·		Turnover (Re	eplacement of Terminated					3 Year Goals				
national -	Number	Gre	oth (New Positions)		Employees)	Anticipated	Number	Turnover (Replacement of Terminated Employees)	110.63	From - To	_			_
	VVVV-MM-DD	Actual	Projected	Actual	Projected	Hires Over 3	YYYY-MM-DD		Required Over 3	1111-1111	Present Availability	Present Gap	Projected Gan	Present Representation
			Over 3		Over 3	Years		Over 3	Years		1			

Fann	oyment Equity Occupational						Limpiojecsi		Anticipated		Terminated i	(mployees)	Required	1 ron	1 - 10	Present		Projected	Present	Projected
	p (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proj	ected	Hires Over 3	YVYY-MM-DD		• •	Over 3	YYYY	- ٧٧٧٧	Availability	Present Gap	Gap	Representation	Representation in 3
		2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears	Years	2019-05-24	Annually	Over 3 Years	Years	2019	2022			•	•	Years
		#	9/6	%	#	%	%	#	#	#	%	Ħ	#	#	%	%	#	#	%	0/ ₆
01	Senior Managers	20	-100.0%	10.0%	6	0.0%	1.0%	1	7	2	1.0%	0	5	2	27.6%	27.6%	-4	-3	10.0%	15.4%
02	Middle & Other Managers	42	-100.0%	10.0%	13	0.0%	1.0%	1	14	6	1.0%	0	16	6	39,4%	39.4%	-11	-10	14.3%	21.8%
03	Professionals	108	-100.0%	10.0%	32	0.0%	8.0%	26	58	26	8.0%	6	10	0		21.6%	3	-10	24.1%	14.3%
04	Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	5	6.0%	1	1	0		14.7%	1	-1	19.2%	11.8%
05	Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0		52.0%	0	0	100.0%	100.0%
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	14	~100.0%	3.0%	1	0.0%	0.0%	0	1	14	0.0%	0	-2	0		81.4%	3	2	100.0%	93.3%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	8	~100.0%	F	1	0.0%	1.0%	0	1	5	1.0%	0	1	0		65.5%	0	~1	62.5%	55.6%
- 11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0,0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	O	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		219	-100.0%	46.0%	302	0.0%	17.0%	112	414	59	17.0%	30	129	0		30.3%	-7	-129	26.9%	5.6%

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

				Table 2: Women
Employment Equity Occupational		Women		
Group (EEOG)	Short-teri	m Goals Long-te	rm Goals	Comments
		%	%	
01 Senior Managers		27.6	27.6	
02 Middle & Other Managers		39.4	39.4	
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	

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

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for First/Previous Goals

A	С	D	Ī E	F	<u>G</u>	H	I	J	K	<u> </u>	M	N	0	P	Q	R	<u> </u>	T	L
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalen to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	1	K÷C	(K - M + O) + (C
	Ţ	<b>↓</b>	J	J.	1	J	Į.	Į.	Į.	Ţ	Ţ	Ţ	Į.	Į.	Ų.	Ţ	Į.	Į.	Į.
									Tabl	le 3: Abor	iginal Ped	oples							

# First/Previous Short-term Goals

									FIFS(/	Previous Si	iori-term G	oais							
				All En	iployees									Aborigir	ial Peoples				
	Number	Grev	oth (New Positi	ons)	Turnover (Re		Terminated		Number	Turnover (R)	eplacement of	Hires	3 Year						
Employment Equity Occupational					<del>                                     </del>	Employees)		Anticipated		Terminated		Required		ı - Te	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-00	Actual	Proje	cted	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	. 1111	Availability	Present Gap	Gap	Representation	Representation in 3
	2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears	1 Cars	2019-05-24	Annually	Over 3 Years	Years	2019	2022					rears
	11	9/0	9/0	1 cars	%	9%	rears u			9/6	i trais	u	u	%	9/0			%	%
01 Senior Managers	20	-100.0%	7 <b>e</b> 10.0%	# 6	0.0%	1.0%	# 1	7	<b>,</b>	1.0%		1	# 0	7e 3.2%	3.2%	.1	-1	0.0%	0.0%
02 Middle & Other Managers	42	-100.0%	10.0%	13	1 1	1.0%	1	14	2	1.0%	0		0	2.2.0	2.7%	1	1	4.8%	3.6%
03 Professionals	108	-100.0%	10.0%	32	1	8.0%	26	58	0	8.0%	0	2	1	1.5%	1.5%	-2		0.0%	0.7%
04 Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	2	6.0%	0	-1	0		1.9%	2	1	7.7%	5.9%
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.9%	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%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	0	0.0%	0	0	0		2.6%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	8	~100.0%	3.0%	1	0.0%	1.0%	0	1	0	1.0%	0	0	0		0.8%	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%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0,0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#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	0	#DIV/0!	#DIV/0!
Total	219	-100.0%	46.0%	302	0.0%	17.0%	112	414	4	17.0%	2	8	0		2.0%	0	-8	1.8%	0.4%

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

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

	Workforce Analysis) - 2) x 100	.,				
						Table 4: Aboriginal Peoples
	oyment Equity Occupational		Aboriginal	Peoples		
		Short-teri	n Goals	Long-ter	m Goals	Comments
Grot	p (EEOG)		%		%	
01	Senior Managers		3.2		3.2	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		1.5		1.5	
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	
	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	

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for First/Previous Goals

A B	 C	D	<u> </u>	<u> </u>	<u> G</u>	Н	I	J	K	<u>L</u>	j M	N	0	<u> </u>	Q	R	<u> </u>	T	U
Data sources:	 From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entr	у СхНх3	F -	From Workforce Analysis	Equivaler to H	KxLx3	(F x Q) - R + M	Jx P	Data Entry	From Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	Ţ	Į.	Ţ	Į.	1	<b>\</b>	Ų.	Į.	Į.	Ţ	Ţ	Ţ	Į.	Į.	Į.	Ţ	Ų.	Ų.	Į.

# Table 5: Persons with Disabilities

									First/	Previous Sh	iort-term G	oals							
				All En	aployees									Persons wit	h Disabilities				
Employment Equity Occupational	Number	Gree	oth (New Positi	ions)	Turnover (R	eplacement of Employees)	Terminated	Anticipated	Number	Turnover (Re	eplacement of	Hires Required	3 Year From	Goals - To	Present		Projected	Present	Projected
Group (EEOG)	VVVV-MM-DD	Actual	Proje	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD		• • /	Over 3	1111	1111	Availability	Present Gap	Gap	Representation	Representation in 3
	2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears	Years	2019-05-24	Annually	Over 3 Years	Years	2019	2022				-	Years
	#	%	%	#	%	%	#	Ħ	#	%	Ħ	#	#	%	%	Ħ	#	%	0/ ₆
01/02 Managers	62	-100.0%	10.0%	19	0.0%	1.0%	2	21	0	1.0%	0	4	1	5.0%	5.0%	-3	-3	0.0%	1.2%
03 Professionals	108	-100.0%	10.0%	32	0.0%	8.0%	26	58	5	8.0%	1	8	5	8.9%	8.9%	-5	-3	4.6%	6.4%
04 Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	2	6.0%	0	1	0		7.6%	0	-1	7.7%	5.9%
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		27.5%	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%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	0	0.0%	0	2	0	10.0%	10.0%	-1	-2	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	8	-100.0%	3.0%	1	0.0%	1.0%	0	1	0	1.0%	0	1	0	9,3%	9.3%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#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	0	#DIV/0!	#DIV/0!
Total	219	~100.0%	36.0%	237	0.0%	16.0%	105	342	7	16.0%	3	48	0		11.3%	-18	-48	3.2%	0.9%

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

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

	workioice Analysisj = 2j x 10	v.			
					Table 6: Persons with Disabilities
	the state of the state of	Pe	ersons with I	Disabilities	
	oloyment Equity Occupational	Short-terr	m Goals	Long-term Goals	Comments
Gro	up (EEOG)		%	%	
01/0	2 Managers		5.0	5.	
03	Professionals		8.9	8.	
04	Semi-Professionals & Tech		0.0	0.	
05	Supervisors		0.0	0.	
06	Supervisors: Crafts & Trades		0.0	0.	
07	Administrative & Sr Clerical		10.0	10.	
08	Skilled Sales & Service		0.0	0.	
09	Skilled Crafts & Trades		0.0	0.	
10	Clerical Personnel		9.3	9,	
- 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.	
Tota	1		0.0	0.	

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for First/Previous Goals

A	<u> </u>	D	<u> </u>	]F	<u> G</u>	Н	<u>I</u>	J	<u>K</u>	L	<u>M</u>	<u>N</u>	<u> </u>	I P	Q	R	l s	T	L L
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C
	Ţ	Į.	Ų	Ų.	Į.	Ų.	↓	Į.	1	Ţ	Ţ	Ţ	Ţ	Į.	J.	Ţ	Ţ	Į.	Į.

# Table 7: Members of Visible Minorities

										First/	Previous Sh	ort-term G	oals							
					All Em	ployees								М	embers of V	isible Minori	ties			
		Number	Gen	wth (New Positi	ansi	Turnover (R	eplacement of	Terminated		Number	Turnover (Re			3 Yea	r Goals					
Empl	oyment Equity Occupational			,			Employees)		Anticipated		Terminated		Hires Required	Fron	a - Te	Present		Projected	Present	Projected
	(EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	- 1111	Availability	Present Gap	Gap	Representation	Representation in 3
		2019-05-24	Annually	Annually	Over 3	Annually	Annually	Over 3	Tears	2019-05-24	Annually	Over 3	Years	2019	2022					tears
					Years			Vears				Years						,,	2	
- 01		# 20	100.00	%	ff	9/6	%	# ,	#	#	9/6	#		#	%	9/6	# 2	# .	9/6	0/6
	Senior Managers	20	-100.0%	10.0%		0.0%	1.0%	! .		4	1.0%	0	-1	0		11.5%	2	1	20.0%	15.4%
	Middle & Other Managers	42	-100.0%	10.0%	1.5	0.0%	1.0%	1	14	14	1.0%	.0	-4	0		17.6%	./	4	33.3%	25.5%
	Professionals	108	-100.0%	10.0%	32	1	8.0%	26	58	49	8.0%	12	4	0		29.0%	18	-4	45,4%	26.4%
	Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	10	6.0%	2	0	0		22.8%	4	0	38.5%	23.5%
	Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	51.5%	51.5%	~1	~1	0.0%	0.0%
	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	3	0.0%	0	0	0		20.2%	0	0	21.4%	20.0%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	8	-100.0%	3.0%	1	0.0%	1.0%	0	1	5	1.0%	0	0	0		52.2%	1	0	62.5%	55.6%
-11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#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	0	#DIV/0!	#DIV/0!
Total		219	-100.0%	46.0%	302	0.0%	17.0%	112	414	85	17.0%	43	88	0		24.9%	30	-88	38.8%	8.1%

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

Workforce Analysis) = 2) x 100.

	Worklotee Analysis) - 27 x 100					Table 8: Members of Visible Minorities
		Mem	bers of Visi	ble Minorit	ies	
	oyment Equity Occupational - p (EEOG)	Short-teri	n Goals	Long-ter	m Goals	Comments
CH CH	literoon [		%		%	
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	
	Supervisors		51.5		51.5	
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	

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

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for Subsequent/Current Goals

	В		D	j e	<u> </u>	G	H	I	J	K	l L	<u>M</u>	l N	0	<u>P</u>	Q	R	<u> </u>	T	U
Data sources:	4.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (1.00 (		From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis	Data Entr	у СхНх3	F + 1	From Workforce Analysis	Equivalen to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	Workfore	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
***************************************	***************************************	<u> </u>	Ţ	J	Ţ	Į.	J	Ţ	Ţ	Ų	Ţ	Į	Į.	Į.	Ţ	J	J	Ţ	Į.	Ļ

										Table 9:									
									Subsequi	ent/Current	Short-tern	n Goals							
				All En	aployees									V	Vomen				
	Number	Cenu	rth (New Posit	fames	Turnover (Re	eplacement of	Terminated		Number				3 Year	Goals					
Employment Equity Occupational		Gis	411 ( *C** 1 03)	10115)		Employees)		Anticipated	Humber	Turnover (Re Terminated		Hires Required	From	ı - Te	]		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD		• • •	Over 3	1117	- 1111	Present Availability	Present Gap	Gap	Representation	Representation in 3
,	***	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	_	Annually	Over 3	Years		2	i i		•		Years
		Annumy	*********	Years	Annuan)	Annuany	Vears			Annuan	Years		Ů	3					
	#	%	%	#	%	%	#	Ħ	Ħ	%	#	#	#	9/6	9%	#	#	%	%
01 Senior Managers	0	-100.0%		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	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	~100.0%		- 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	~100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	~100.0%		- 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		()	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

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

Worklorex Analysis) - 27 x 10	**			Table 10: Women
		***		Table 10; Wollen
Employment Equity Occupational	69	Women		
Group (EEOG)	Short-ter		rm Goals	Comments
		9/6	%	
01 Senior Managers		0.0	0.0	
02 Middle & Other Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0,0	0.0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	
14 Other Manual Workers		0.0	0.0	
Total		0.0	0.0	

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.

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for Subsequent/Current Goals

A B	C	D	<u> </u>	<u> </u>	<u>G</u>	H	I	J	K	L	<u>M</u>	l N	0	<u>P</u>	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	CxHx3	TE TO THE	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	1	K÷C	(K - M + O) + (C + F)
	<b>_</b>	Į.	J	Ų	Į.	Ų.	Ų.	Ţ	J.	Į.	Ţ	Ţ	Į.	Į.	Į.	J	Ţ	Ų	J

# Table 11: Aboriginal Peoples

										Subsequ	ent/Current	Short-tern	n Goals							
					All En	aployees									Aborigi	nal Peoples				
	ployment Equity Occupational	Number	Grev	wth (New Posi	tions)	Turnover (Re	eplacement of Employees)	Terminated	Anticipated	Number	Turnover (Re		1 220163	3 Year Fron	Goals i - To					Projected
	рюушене Ецину Оссирацина пр (EEOG)	7777-MM-00	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD		*************	Required Over 3	1111	- 1777	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
	up (escos)		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	-	Annually	Over 3 Years	Years	0	3	•		•		Years
		Ħ	9/6	%	#	%	%	#	Ħ	#	%	Ħ	#	#	%	%	Ħ	#	%	0/g
01	Senior Managers	0	-100.0%		(	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	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%			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	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	~100.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Tota	1	0	-100.0%		(	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) 10 - 1) x 100.

0.0

13 Other Sales & Service 14 Other Manual Workers

Total

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

						Table 12: Aboriginal Peoples
E	Annual Carlo Annual Carlo		Aboriginal	l Peoples		rabit 12. Abbrighiai Peoples
Grou	loyment Equity Occupational p (EEOG)	Short-ter	1	Long-te	rm Goals	Comments
			9/6		%	
01	Senior Managers		0.0		0.0	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		0.0		0.0	
08	Skilled Sales & Service		0,0		0,0	
09	Skilled Crafts & Trades		0.0		0,0	
10	Clerical Personnel		0.0		0.0	
- 11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0,0	

Data for Subsequent/Current Goals В H M C D G О From Flow From From Data From (K - M + From From (F x Q) -(K - M + O) + (CEquivalent Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Data Entry  $K \oplus C$ Workforce F + IWorkforce KxLx3JxP Workforce Workforce O) - ((C+ Data sources: R + Mto H +F) Workforce Analysis Analysis Analysis F) x Q) Analysis Analysis Analysis Ţ

									Table 13	: Persons	with Disa	abilities							
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	aployees									Persons wi	th Disabilities	;			
	Number	Grow	rth (New Posi	tions	Turnover (R	eplacement of	Terminated		Number	- O			3 Yea	r Goals					
Employment Equity Occupational	. 141119(1	0.00		cionsy		Employees)		Anticipated	· · umoci		eplacement of l Employees)	Hires Required	From	a - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD		• •	Over 3	1111	- 1777	Availability	Present Gap	Gap	Representation	Representation in 3 Years
•		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	10215	_	Annually	Over 3 Years	Years	0	3					tears
	łł.	9/6	9/0	#	%	%	#	н	ti	9/6	H	Ħ	Ħ	9/6	9/0	ii	H	%	0/6
01/02 Managers	0	-100.0%			0.0%	7.0	,, 0	0	()	0.0%	0	0	0	,	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%			0.0%		0	0	()	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		1 0	0.0%		0	9	U	0.0%	0	0	0		0.0%	0	Đ	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		1 0	0.0%		"	0	U	0.0%	0	0	0		0.0%	\ \ \	0	#DIV/0!	#DIV/0! #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	0	0.0%		\ \ \ \ \ \	0.0%		0	0	0	0.0%	0	0	0		0.0% 0.0%	U 0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
14 Other Manual Workers	0	0.0%			0.0%		0	1 0	0	0.0%	0	0	0		0.0%	"	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		1	0.0%	-	0	0	0	0.0%	0	0	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.
- Ealculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis) + Total number of employees from Current Workforce Analysis) + 2) x 100.

Working Continuous States	··			Table 14: Persons with Disabilities
				Table 14: Persons with Disabilities
Employment Equity Occupational		rsons with Disabilities		
Group (EEOG)	Short-teri	m Goals   Long-ter	m Goals	Comments
Group (EEOG)		9/0	%	
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	

# Part 3: Goals

# R.V. Anderson Associates Limited

[Date: 2019-05-24]

# Data for Subsequent/Current Goals

A	В		D	<u>j</u> E	] F	i G	Н	I	J	K	L	M	l N	0	<u> </u>	Q	R	<u> </u>	T	U
Data sources:	GERBARA MANINEN TERRETARIA MANINEN TERRETARIA MANINEN TERRETARIA MANINEN TERRETARIA MANINEN TERRETARIA MANINEN	From Workforce Analysis		Data Entr	C x E x 3	From Flow Data Analysis & Workforce Analysis	Data Entr	у СхНх3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	1 1 11	K÷C	(K - M + O) + (C + F)
		1	<b>↓</b>	1	1	1	<b>↓</b>	1	↓	4	Į.	Į.	Į.	Į.	1	4	1	1	↓	Ţ

# Table 15: Members of Visible Minorities

									Subsequi	ent/Current	Short-tern	n Goals							
				All En	iployees								M	embers of	Visible Minori	ties			
	Number	Grou	th (New Posit	ions	Turnover (Re		Terminated		Number	Turnover (Re			3 Year	Goals					
Employment Equity Occupational		<b>4.</b>				Employees)		Anticipated		Terminated		Hires Required	Fron	·- Te	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	· 1777	Availability	Present Gap	Gap	Representation	Representation in 3
•		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears	tears	-	Annually	Over 3 Years	Years	0	3					Years
	,,	%	9/0	1 cars	%	9/6	rears #	4	**	%	vears u	и		9/0	9/6	u u	4	%	%
01 Senior Managers	7 0	-100.0%		0	0.0%	/e	# ()	0	0	0.0%	. 0		0	78	0.0%	0	()	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04   Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	~100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		()	0	0	0.0%	0	0	0		0.0%	0	(1	#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	U	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
10 Clerical Personnel 11 Intermediate Sales & Service	0	~100.0% 0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	, v	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	"	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	o	0	0.0%	0	o	0		0.0%	0	, o	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	- 0	()	#DIV/0!	#DIV/0!

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

Workforce Analysis) = 2) x 100.

[				Table 16: Members of Visible Minorities
Employment Equity Occupational	Mem	bers of Visible Minorit	ties	
Group (EEOG)	Short-teri	n Goals   Long-ter	rm Goals	Comments
		9/4	%	
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	

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

## Federal Contractors Program Achievement Report Part 4: Results - Women R.V. Anderson Associates Limited [Date: 2019-05-24] В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow $E \div D$ DxG E + H $V \circ U \, x$ E - H Data U x F = 100 Workforce Workforce Workforce K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - X Data sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires Promotions **Terminations** Vear Occupational Group Women Women Women Women All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % 2019 10.0 27.6 36.2 01 Senior Managers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 0 Middle & Other 2019 42 6 14.3 39.4 17 -11 36.3 02 Managers 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 108 26 24.1 21.6 23 111.5 03 Professionals 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 130.8 2019 19.2 14.7 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 100.0 52.0 192.3 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T 1 Ţ T 1 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % 0 0 0.0 0.0 27.6 0.0 0.0 27.6 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 39.4 Middle & Other 0 0 0.0 39.4 0.0 0.0 0.0 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0,0 0.0 0.0 0 0.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

0.0

0.0

Trades

0.0

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## Federal Contractors Program Achievement Report Part 4: Results - Women R.V. Anderson Associates Limited [Date: 2019-05-24] B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow $E \div D$ DxG E + H $V \circ U \, x$ Data U x F = 100 Workforce Workforce Workforce E-H K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires Promotions **Terminations** Vear Occupational Group Women Women Women Women All Employees All Employed All Employee dl Employees (EEOG) Availability Representation Actual Gap EE Result Actual Expected Difference Actual Expected Difference Expected Difference % % % % 122.9 Administrative & 2019 14 100.0 81.4 11 Senior Clerical 0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 95.4 62.5 65.5 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0 0,0 0.0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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## Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples R.V. Anderson Associates Limited [Date: 2019-05-24] В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % 2019 0 0.0 3.2 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0 0 Middle & Other 2019 2 4.8 2.7 176.4 02 Managers 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 108 0 0.0 1.5 0.0 03 Professionals 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 7.7 1.9 404.9 2019 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.9 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % 0 0 0.0 0.0 3.2 0.0 0.0 3.2 0.0 01 Senior Managers 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 1.5 0.0 0.0 1.5 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0,0 0.0 0 0.0 0.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples R.V. Anderson Associates Limited [Date: 2019-05-24] В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T Ţ J J 1 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % 2019 0 0.0 2.6 0.0 Administrative & Senior Clerical 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0.0 0.8 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0 0,0 0.0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities R.V. Anderson Associates Limited [Date: 2019-05-24] В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow $E \div D$ DxG E + H $V \circ U \, x$ E - H UxF - 100 Workforce Workforce Workforce Data K x G = 100 L - N Data O + P x 100 P x F + 100 Q - S Data V - X Data sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires Promotions **Terminations** Vear Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Gap Expected Difference Actual Expected Difference Expected Difference % % % % % 2019 0 0.0 5.0 0.0 Managers 02 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 0 2019 108 5 4.6 8.9 10 52.0 03 Professionals 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 7.7 7.6 101.2 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 27.5 0.0 2019 0.0 05 Supervisors 0.0 0.0 0.0 0 0.0 0 0.0 0.0 Supervisors: Crafts & 2019 0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0 0.0 0 0.0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \in G|_X$ Part 3: Part 3: Data E = D x 100 F = I x 100 Part 3: Goals E = K x 100 F ÷ M x 100 Data sources Data Analysis 100 Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Met Goal Met Goal Met Goal Met . % 96 % % # % % 0 0 0.0 0.0 5.0 0.0 0.0 5.0 0.0 01& Managers 3 0 0.0 0.0 0.0 0.0 0.0 8.9 0.0 8.9 0.0 0 0.0 0.0 0 0.0 03 Professionals 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 Technicians 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities R.V. Anderson Associates Limited [Date: 2019-05-24] B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % 2019 0 0.0 10.0 0.0 Administrative & Senior Clerical 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 9.3 0.0 0.0 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Occupational Group Persons with Disabilities Persons with Disabilities Comments Disabilities All Employees (EEOG) Percent of Percent of Percent o Percent of Goal Goal Actual Goal Goal Goal Met Goal Met Goal Met Goal Met # % 9/4 % % % % % Administrative & 0 0.0 10.0 0.0 0.0 10.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 () 0.0 9.3 0.0 0.0 9.3 0.0 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales &

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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities R.V. Anderson Associates Limited [Date: 2019-05-24] В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2; Flow Part 2: Flow $V \circ U \, x$ $E \div D$ DxG E + HE - H K x G = 100 Data O + P x 100 P x F + 100 UxF - 100 V - X Workforce Workforce Workforce Data L - N Q - S Data Data sources: x 100 x 100 +100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T J T Ţ J T Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employees All Employee All Employee dl Employees (EEOG) Difference Representation Availability EE Result Actual Actual Difference Actual Gap Expected Expected Expected Difference % % % % % 2019 Other Sales & Service 0 0.0 0.0 0.0 Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0 0 0 0 2019 0 0.0 0.0 0.0 14 Other Manual Workers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 219 3.2 11.3 25 -18 28.3 Total 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 Part 2: Flow Part 2: Flow Part 3: $E \div G \times$ Part 3: Part 3: Data sources: E + D x 100 F+1x 100 Part 3: Goals E+Kx 100 ° 2 M x 100 Data Analysis Goals 100 Goals Analysis 1 Ţ 1 Ţ 1 Ţ **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % 0.0 Other Sales & Service 0.0 0.0 0.0 0.0 0.0 0.0 0 Personnel 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0 0.0 14 Other Manual Workers 3 0 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities R.V. Anderson Associates Limited [Date: 2019-05-24] B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \circ U_{2}$ E - H U x F = 100 Workforce Workforce Workforce Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % % 2019 4 20.0 11.5 173.9 01 Senior Managers 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 0 Middle & Other 2019 42 14 33.3 17.6 189.4 02 Managers 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 49 2019 108 45.4 29.0 31 156.4 18 03 Professionals 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 10 22.8 168.7 2019 38.5 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 0 0.0 51.5 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T 1 Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 51.5 0.0 0 0.0 51.5 0.0 05 Supervisors

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#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities R.V. Anderson Associates Limited [Date: 2019-05-24] B $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % % 2019 21.4 20.2 106.1 Administrative & Senior Clerical 0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 52.2 119.7 62.5 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employee (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities R.V. Anderson Associates Limited [Date: 2019-05-24] В $\mathbf{C}$ D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2; Flow $V \circ U \, x$ $E \div D$ DxG E + HE - H K x G = 100 L-N Data O + P x 100 P x F + 100 UxF - 100 V - X Workforce Workforce Workforce Data Q - S Data Data sources: x 100 x 100 +100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J T T Ţ J J T Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employees All Employee All Employee dl Employees (EEOG) Representation Availability EE Result Actual Difference Actual Difference Actual Gap Expected Expected Expected Difference % % % % % # 2019 Other Sales & Service 0 0.0 0.0 0.0 Personnel Û 0.0 0.0 0.0 0.0 0.0 0.0 0 0 0 0 2019 0 0.0 0.0 0.0 14 Other Manual Workers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 85 2019 219 38.8 24.9 55 30 155.9 Total 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 Part 2: Flow Part 2: Flow Part 3: $E \div G \times$ Part 3: Part 3: Data sources: E + D x 100 F+1x 100 Part 3: Goals E+Kx 100 F = M x 100 Data Analysis Goals 100 Goals Analysis 1 Ţ 1 T Ţ 1 Ţ **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % % Other Sales & Service 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Personnel 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0 0.0 Other Manual Workers

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# Federal Contractors Program Achievement Report Part 8: Reasonable Efforts R.V. Anderson Associates Limited [Date: 2019-05-24]

## **Efforts**

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

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

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

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	tional Details
Please 1	provide any additional information (optional):



## Introduction

R.V Anderson Associates Limited (RVA)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 compliance with the Federal Contractors Employment Equity Program and to provide us the ability to work on federal projects, 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 to fulfil your work-related duties to the best of your ability.

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

The responses that you provide on this form will be retained for statistical purposes only. Information provided will be kept confidential residing in a secure location at RVA. A report will be submitted to the Labour Program of Employment and Social Development Canada (ESDC) annually with overall grouped information about the representation of our workforce. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.



#### **Privacy Notice**

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

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

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

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

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



This questionnaire is available in Braille, large print or audio format upon request. It is also available on ANet

A.	Name:
	Section/Branch:
	Position:
	Employee number:
	Hire date:
	Employment status:
	☐ Full-time employee
	☐ Part-time employee
	☐ Temporary employee
В.	Gender
	□ Female
	☐ Male
	☐ Agender (someone does not identify as a male, female or any other gender)
	☐ Bigender (someone who identifies as both male and female)
	☐ Cisgender (someone who identifies with the sex assigned to them at birth)
	☐ Gender Fluid (Someone who identifies as having an unfixed gender)
	☐ Gender Questioning (Someone who is processing, or exploring their gender identity)
	☐ Transgender (someone who identifies differently to the sex they were assigned at birth)
	☐ Two-Spirited (Someone whose individual spirit is a blend of male and female)
	□ Other (Specify):
	☐ Prefer not to answer
iny of	eading the descriptions in each of the next three sections, answer "Yes" if the following apply to you. Please note that you may self-identify in more one group.
ctober	· 2018



#### C. Aboriginal Peoples

According to the	<i>Employment</i>	Equity Act	, an <i>i</i>	Aboriginal	person	is a	person	who	is I	ndian,
Inuit or Métis.										

Are you an A	boriginal 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 mer	mber 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).

October 2018



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

for this kind of activity, please check "Yes" below.

☐ No

	· ·									
•	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 disability?									
	□ Yes □ No									
F.	Voluntary Employee Participation									
1)	Please indicate below if you wish to have your employment equity self- identification information used for 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									

October 2018

☐ Yes



Signature:	Date:	

Thank you for your participation!

Please return this form in the envelope provided to:

R.V. Anderson Associates Limited 2001 Sheppard Avenue East Suite 300 Toronto ON M2J 4Z8

G.

**Employee Signature** 

From: Heidi Mitchell < HMitchell@rvanderson.com >

Sent: May 24, 2019 8:17 AM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Cc: Terri Zimmer <tzimmer@rvanderson.com>
Subject: Final FCP documents for submission

#### Good Morning Celine,

Attached is the documents requested for the final FCP Submission from R.V. Anderson Associates Limited. Please let me know if there is anything else that you need.

- A blank copy of your final Workforce Survey Questionnaire that was used to gather your employment equity data from your employees.
- Workforce Survey Results the following three numbers should be included in the body of your email:
  - The number of self-identification questionnaires sent out to employees or the number of permanent full-time and permanent part-time employees who were surveyed. 221
  - The total number of blank, partially and fully completed self-identification questionnaires that were returned. 4
  - The number of fully completed self-identification questionnaires returned. 221
- Workforce Analysis a copy of your Summary Report and Detailed Report.
- Achievement Report a completed Achievement Report file in Excel format that includes your numerical short-term and long-term goals.

Kind regards, Heidi Mitchell, BSc, CHRP Human Resources Generalist



R.V. Anderson Associates Limited 2001 Sheppard Avenue East, Suite 300 Toronto, ON M2J 4Z8 T 416 497 8600 x 1258

website | facebook | twitter | linkedin

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

**Employer Name: R.V. Anderson Associates Limited** 

**Primary Location: Toronto, Ontario** 

**Number of Employees: 219**  Ontario 193 New Brunswick 17 9 Quebec

#### **Organization Overview:**

NAICS 5413 (Architectural, engineering and related services)

(R.V. Anderson Associates Limited is committed to providing quality consulting engineering services for sustainable infrastructure development.)

#### Key Dates - First Year Assessment

Initiated: 2019-05-24 Received: 2019-05-24 Workforce 2019-05-24

Analysis:

#### **COLLECTION OF WORKFORCE INFORMATION**

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
221	100
221	100
217	98

- ☐ The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The 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 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).
- 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				als		
Emp	oloyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-4	27.6	27.6	10.0	27.6
02	Middle & Other Managers	-11	39.4	39.4	14.3	39.4

Can;004454

#### Observations:

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

## **Aboriginal Peoples**

Workforce Analysis Results		Goals				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
,	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	3.2	3.2	0.0	3.2
03	Professionals	-2	1.5	1.5	0.0	1.5

#### Observations:

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

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

Workforce Analysis Results			Goals			
			Short-	Long-	Representation	LMA
Emp	Employment Equity Occupational Group (EEOG)		term	term		
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
05	Supervisors	-1	51.5	51.5	0.0	51.5

#### Observations:

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

#### Persons with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Present	Short- Long- esent term term Represen	Representation	LMA	
		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01/ 02	Managers	-3	5.0	5.0	0.0	5.0
03	Professionals	-5	8.9	8.9	4.6	8.9
07	Administrative & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3

#### Observations:

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

#### **RECOMMENDATION**

I	recommend that	the employer be found:
	⊠in compliance	☐in non-compliance

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

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

Name of Analyst: Céline Brown

Date: May 27, 2019

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

Sent: June 11, 2019 1:24 PM

To: 'sscott@rvanderson.com' <sscott@rvanderson.com>

Cc: Terri Zimmer <tzimmer@rvanderson.com>; 'Heidi Mitchell' <HMitchell@rvanderson.com>

Subject: Government of Canada Agreement Number: 10000676 - Notification of Compliance with the

Federal Contractors Program

# Subject: Government of Canada Agreement Number: 10000676 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Cette information est également disponible en français sur demande.

#### Dear Scott:

I am writing to inform you that the compliance assessment initiated on May 17, 2019 has been completed. As a result of the assessment, R.V. Anderson Associates Limited has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of R.V. Anderson Associates Limited's employment equity program.

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

#### **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 17, 2022. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When R.V. Anderson Associates Limited is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and

3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, R.V. Anderson Associates Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact Céline Brown at Celine.brown@labour-travail.qc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish R.V. Anderson Associates Limited continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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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!