



s.19(1)

s.24(1)

## Agreement to Implement Employment Equity

BEST AVAILABLE COPY

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Arup Canada Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Arup	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541330	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 96 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subject-cujete/standard-norme/naics-sclan/2002/naics-sclan02i-eng.htm">http://www.statcan.gc.ca/subject-cujete/standard-norme/naics-sclan/2002/naics-sclan02i-eng.htm</a>

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 2 Bloor Street East, Suite 2400	City Toronto	Province ON	Postal Code M4W 1A8
	Telephone Number +1-416-515-0915	Fax Number +1-416-515-1635	

EMPLOYMENT EQUITY CONTACT	
Name (print) Paula Balfourt	Title Human Resources Manager
Telephone Number +1-416-515-0915	E-mail Address paula.balfourt@arup.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul> Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/inhour/equality/ica/index.shtml">http://www.esdc.gc.ca/eng/inhour/equality/ica/index.shtml</a> Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) ANDREW McALPINE	Title PRINCIPAL
Telephone Number 416-515-0915	E-mail Address andrew.mcalpine@arup.com
Signature [REDACTED]	Date 10/09/2013

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 553-8768 or by e-mail at: <a href="mailto:es-eme@esdc.edec.gc.ca">es-eme@esdc.edec.gc.ca</a></li> </ul>



## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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

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I, the undersigned, on behalf of (legal name of organization) **Arup Canada Inc.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) \_\_\_\_\_, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) April 30, 2018 for the following reason(s):

(Please describe) **Due to restructuring of roles within the HR organization, the communications regarding this assessment were not received by the appropriate parties. Compliance assessments will now be handled out of our US operations. A team has been identified to be responsible for submitting the required information and will do so by the extension date requested.**

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

Name: **Andrew McAlpine**

Position Title: **Principal**

Email address: **andrew.mcalpine@arup.com**

Telephone number: **416-515-0915**

Business address: **2 Bloor Street East, Suite 2400 Toronto, ON M4W 1A8**

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



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Date: **February 22, 2018**

**From:** Yakibonge, Maurice [NC]  
**Sent:** February 27, 2018 9:05 AM  
**To:** 'andrew.mcalpine@arup.com' <andrew.mcalpine@arup.com>  
**Cc:** 'Martha Vasquez' <Martha.Vasquez@arup.com>; Fortin, Sylvie SY [NC] <sylvie.g.fortin@labour-travail.gc.ca>  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information - 060256

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **April 30, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program  
Employment and Social Development Canada / Government of Canada  
[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) / Tel: 819-654-6099



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

**From:** Martha Vasquez [<mailto:Martha.Vasquez@arup.com>]  
**Sent:** February-26-18 3:48 PM  
**To:** Yakibonge, Maurice [NC]  
**Subject:** RE: Government of Canada Agreement 060256 – Subsequent Compliance Assessment under the Federal Contractors Program

Hi Maurice, here is the application requesting an extension. I am also sending the Authorization form to the email address you note below but here is a copy for your reference.

Thank you,  
Martha

Martha Vasquez  
Associate | Head of Total Rewards, Americas Region

Arup  
499 Thornall Street, 9<sup>th</sup> Floor Edison NJ 08887 USA



t: +1 732 623 7463 d: +1 732 623 7463  
m: +1 732 882 3630  
[www.arup.com](http://www.arup.com)

Explore innovation in the built environment on *Doggerel*

**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** Tuesday, January 23, 2018 4:30 PM  
**To:** Martha Vasquez <[Martha.Vasquez@arup.com](mailto:Martha.Vasquez@arup.com)>  
**Subject:** [WARNING: ATTACHMENT(S) MAY CONTAIN MALWARE]Government of Canada Agreement 060256 – Subsequent Compliance Assessment under the Federal Contractors Program

Good afternoon Martha,

Following the conference call we had earlier, please be advised that a username/password to access WEIMS can be obtained by completing the [Authorization Form](#). Please submit the signed form to [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Please find attached an application for requesting an extension. Complete it and return it to my attention as soon as possible.

In order to ensure accuracy, we kindly ask that you log into the [Workplace Equity Information Management System](#) (WEIMS) to update the contact information for your organization. Once you have logged in, updates can be made in WEIMS by selecting "Update your employer information" from the Main Menu, then by entering the new information under the Contact tab.

If you have any questions, please feel free to contact me.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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



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



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

Reporting Period 2016-01-23 to 2017-12-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	185	1	0	186	Calgary	3	0	0	3
Québec	27	0	0	27	Montréal	27	0	0	27
Alberta	3	0	0	3	Toronto	185	1	0	186
Newfoundland and Labrador	15	0	0	15	St. John's	15	0	0	15
<b>Total Employees in Canada</b>				<b>231</b>	<b>Total Employees in Canada</b>				<b>231</b>



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4										
	<b>Total</b>	4	4										
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	36	29	7							3	3	
	<b>Total</b>	36	29	7							3	3	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	151	103	48	1		1				64	42	22
	<b>Total</b>	151	103	48	1		1				64	42	22
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	20	2							5	4	1
	<b>Total</b>	22	20	2							5	4	1



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	2	12							2		2
	<b>Total</b>	14	2	12							2		2
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2							1		1
	<b>Total</b>	2		2							1		1
<b>Total Number of Employees</b>		<b>230</b>	<b>158</b>	<b>72</b>	<b>1</b>		<b>1</b>				<b>75</b>	<b>49</b>	<b>26</b>



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Total Number of Employees</b>		1	1										



Arup Canada Inc. (certificate # 060256)

Form 3 A

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>230</b>	<b>158</b>	<b>72</b>	<b>1</b>		<b>1</b>				<b>75</b>	<b>49</b>	<b>26</b>
<b>Total Number of Employees</b>	<b>230</b>	<b>158</b>	<b>72</b>	<b>1</b>		<b>1</b>				<b>75</b>	<b>49</b>	<b>26</b>



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

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



Arup Canada Inc. (certificate # 060256)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-01-23 to 2017-12-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	18	17	1							2	2	
Professionals	82	51	31							29	19	10
Semi-Professionals and Technicians	13	12	1							2	1	1
Supervisors	1		1									
Administrative and Senior Clerical Personnel	9	1	8							1		1
Clerical Personnel	1		1									
<b>Total Number of Employees Hired</b>	<b>126</b>	<b>83</b>	<b>43</b>							<b>34</b>	<b>22</b>	<b>12</b>





**Arup Canada Inc. (certificate # 060256)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	1	1										
<b>Middle and Other Managers</b>	9	6	3							1	1	
<b>Professionals</b>	33	24	9	1		1				16	11	5
<b>Semi-Professionals and Technicians</b>	5	4	1							3	2	1
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Total Number of Employees Promoted</b>	49	35	14	1		1				20	14	6
<b>Total Number of Promotions</b>	49	35	14	1		1				20	14	6



Arup Canada Inc. (certificate # 060256)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-01-23 to 2017-12-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	2	1									
Middle and Other Managers	3	2	1									
Professionals	19	7	12							6		6
Semi-Professionals and Technicians	1	1										
<b>Total Number of Employees Terminated</b>	<b>26</b>	<b>12</b>	<b>14</b>							<b>6</b>		<b>6</b>



Workplace Equity Information Management System - Arup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	4	0	0.0 %	27.4 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	37	7	18.9 %	38.9 %	14	-7	National
<b>03 : Professionals</b>		151	48	31.8 %	23.4 %	35	13	
1111 : Financial auditors and accountants	National	2	2	100.0 %	55.1 %	1	1	National
1112 : Financial and investment analysts	National	2	2	100.0 %	50.1 %	1	1	National
1121 : Human resources professionals	National	3	1	33.3 %	71.1 %	2	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.4 %	2	1	National
2113 : Geoscientists and oceanographers	National	1	0	0.0 %	22.4 %	0	0	National
2131 : Civil engineers	National	52	18	34.6 %	15.3 %	8	10	National
2132 : Mechanical engineers	National	15	3	20.0 %	9.0 %	1	2	National
2133 : Electrical and electronics engineers	National	10	2	20.0 %	11.3 %	1	1	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	17.0 %	0	0	National
2144 : Geological engineers	National	11	3	27.3 %	15.9 %	2	1	National
2147 : Computer engineers (except software engineers and designers)	National	6	2	33.3 %	12.6 %	1	1	National
2148 : Other professional engineers, n.e.c.	National	6	2	33.3 %	15.8 %	1	1	National
2151 : Architects	National	6	1	16.7 %	28.9 %	2	-1	National
2153 : Urban and land use planners	National	25	8	32.0 %	42.2 %	11	-3	National
2171 : Information systems analysts and consultants	National	7	0	0.0 %	28.3 %	2	-2	National
4163 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	50.7 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		22	2	9.1 %	25.9 %	6	-4	
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	17.9 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Ontario	17	1	5.9 %	26.4 %	4	-3	Ontario
2253 : Drafting technologists and technicians	Québec	3	1	33.3 %	30.9 %	1	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	9.7 %	0	0	Ontario



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>05 : Supervisors</b>		1	1	100.0 %	53.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	53.0 %	1	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	12	85.7 %	80.6 %	11	1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	2	2	100.0 %	80.8 %	2	0	Montréal
Employment Equity Occupational Group	St. John's	2	2	100.0 %	82.5 %	2	0	St. John's
Employment Equity Occupational Group	Toronto	9	7	77.8 %	80.1 %	7	0	Toronto
<b>10 : Clerical Personnel</b>		2	2	100.0 %	65.2 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	65.2 %	1	1	Toronto
<b>Total</b>		<b>231</b>	<b>72</b>	<b>31.2 %</b>	<b>30.1 %</b>	<b>69</b>	<b>3</b>	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Arup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-12-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	4	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	37	0	0.0 %	2.2 %	1	-1	National
<b>03 : Professionals</b>		151	1	0.7 %	1.3 %	2	-1	
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	3	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2113 : Geoscientists and oceanographers	National	1	0	0.0 %	1.4 %	0	0	National
2131 : Civil engineers	National	52	1	1.9 %	1.0 %	1	0	National
2132 : Mechanical engineers	National	15	0	0.0 %	0.7 %	0	0	National
2133 : Electrical and electronics engineers	National	10	0	0.0 %	0.7 %	0	0	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	0.8 %	0	0	National
2144 : Geological engineers	National	11	0	0.0 %	0.8 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	6	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	6	0	0.0 %	1.0 %	0	0	National
2151 : Architects	National	6	0	0.0 %	0.6 %	0	0	National
2153 : Urban and land use planners	National	25	0	0.0 %	2.7 %	1	-1	National
2171 : Information systems analysts and consultants	National	7	0	0.0 %	1.1 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		22	0	0.0 %	1.4 %	0	0	
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Ontario	17	0	0.0 %	1.3 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	3	0	0.0 %	1.1 %	0	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	5.4 %	0	0	Ontario



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>05 : Supervisors</b>		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	0	0.0 %	1.1 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	St. John's	2	0	0.0 %	2.5 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	9	0	0.0 %	0.8 %	0	0	Toronto
<b>10 : Clerical Personnel</b>		2	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.7 %	0	0	Toronto
<b>Total</b>		231	1	0.5 %	1.5 %	3	-2	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Arup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	4	0	0.0 %	10.1 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	37	3	8.1 %	15.0 %	6	-3	National
<b>03 : Professionals</b>		151	64	42.4 %	24.8 %	37	27	
1111 : Financial auditors and accountants	National	2	0	0.0 %	27.5 %	1	-1	National
1112 : Financial and investment analysts	National	2	1	50.0 %	35.4 %	1	0	National
1121 : Human resources professionals	National	3	3	100.0 %	14.1 %	0	3	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	16.9 %	1	-1	National
2113 : Geoscientists and oceanographers	National	1	0	0.0 %	13.2 %	0	0	National
2131 : Civil engineers	National	52	20	38.5 %	26.0 %	14	6	National
2132 : Mechanical engineers	National	15	7	46.7 %	28.6 %	4	3	National
2133 : Electrical and electronics engineers	National	10	6	60.0 %	34.9 %	3	3	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	31.5 %	0	0	National
2144 : Geological engineers	National	11	5	45.5 %	22.6 %	2	3	National
2147 : Computer engineers (except software engineers and designers)	National	6	3	50.0 %	38.2 %	2	1	National
2148 : Other professional engineers, n.e.c.	National	6	4	66.7 %	27.3 %	2	2	National
2151 : Architects	National	6	1	16.7 %	23.6 %	1	0	National
2153 : Urban and land use planners	National	25	11	44.0 %	12.8 %	3	8	National
2171 : Information systems analysts and consultants	National	7	3	42.9 %	31.4 %	2	1	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	21.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		22	5	22.7 %	25.3 %	6	-1	
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	1	100.0 %	0.0 %	0	1	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Ontario	17	4	23.5 %	30.2 %	5	-1	Ontario
2253 : Drafting technologists and technicians	Québec	3	0	0.0 %	7.7 %	0	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	20.4 %	0	0	Ontario



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>05 : Supervisors</b>		1	0	0.0 %	45.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	2	14.3 %	27.0 %	4	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	2	1	50.0 %	12.2 %	0	1	Montréal
Employment Equity Occupational Group	St. John's	2	0	0.0 %	0.7 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	9	1	11.1 %	37.3 %	3	-2	Toronto
<b>10 : Clerical Personnel</b>		2	1	50.0 %	48.1 %	1	0	
Employment Equity Occupational Group	Toronto	2	1	50.0 %	48.1 %	1	0	Toronto
<b>Total</b>		231	75	32.5 %	23.4 %	54	21	

Total may not equal sum of components due to rounding.

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





Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01/02 : Managers	National	41	0	0.0 %	4.3 %	2	-2	National
03 : Professionals	National	151	0	0.0 %	3.8 %	6	-6	National
04 : Semi-Professionals and Technicians	National	22	0	0.0 %	4.6 %	1	-1	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	14	0	0.0 %	3.4 %	0	0	National
10 : Clerical Personnel	National	2	0	0.0 %	7.0 %	0	0	National
<b>Total</b>		<b>231</b>	<b>0</b>	<b>0.0 %</b>	<b>4.0 %</b>	<b>9</b>	<b>-9</b>	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2017-12-31

### 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: 2017-12-31

### 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

**Pages 929 to / à 931**

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**From:** Yakibonge, Maurice [NC]  
**Sent:** February 27, 2018 9:05 AM  
**To:** 'andrew.mcalpine@arup.com' <andrew.mcalpine@arup.com>  
**Cc:** 'Martha Vasquez' <Martha.Vasquez@arup.com>; Fortin, Sylvie SY [NC] <sylvie.g.fortin@labour-travail.gc.ca>  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information - 060256

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **April 30, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program  
Employment and Social Development Canada / Government of Canada  
[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) / Tel: 819-654-6099



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

**From:** Martha Vasquez [<mailto:Martha.Vasquez@arup.com>]  
**Sent:** February-26-18 3:48 PM  
**To:** Yakibonge, Maurice [NC]  
**Subject:** RE: Government of Canada Agreement 060256 – Subsequent Compliance Assessment under the Federal Contractors Program

Hi Maurice, here is the application requesting an extension. I am also sending the Authorization form to the email address you note below but here is a copy for your reference.

Thank you,  
Martha

Martha Vasquez  
Associate | Head of Total Rewards, Americas Region

Arup  
499 Thornall Street, 9<sup>th</sup> Floor Edison NJ 08887 USA

t: +1 732 623 7463 d: +1 732 623 7463  
m: +1 732 882 3630  
[www.arup.com](http://www.arup.com)

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** Tuesday, January 23, 2018 4:30 PM  
**To:** Martha Vasquez <[Martha.Vasquez@arup.com](mailto:Martha.Vasquez@arup.com)>  
**Subject:** [WARNING: ATTACHMENT(S) MAY CONTAIN MALWARE]Government of Canada Agreement 060256 – Subsequent Compliance Assessment under the Federal Contractors Program

Good afternoon Martha,

Following the conference call we had earlier, please be advised that a username/password to access WEIMS can be obtained by completing the [Authorization Form](#). Please submit the signed form to [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Please find attached an application for requesting an extension. Complete it and return it to my attention as soon as possible.

In order to ensure accuracy, we kindly ask that you log into the [Workplace Equity Information Management System](#) (WEIMS) to update the contact information for your organization. Once you have logged in, updates can be made in WEIMS by selecting "Update your employer information" from the Main Menu, then by entering the new information under the Contact tab.

If you have any questions, please feel free to contact me.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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



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

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

Reporting Period 2016-01-23 to 2017-12-31

**GEOGRAPHICAL AREAS**

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	185	1	0	186	Calgary	3	0	0	3
Québec	27	0	0	27	Montréal	27	0	0	27
Alberta	3	0	0	3	Toronto	185	1	0	186
Newfoundland and Labrador	15	0	0	15	St. John's	15	0	0	15
<b>Total Employees in Canada</b>				<b>231</b>	<b>Total Employees in Canada</b>				<b>231</b>



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4										
	<b>Total</b>	4	4										
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	36	29	7							3	3	
	<b>Total</b>	36	29	7							3	3	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	151	103	48	1		1				64	42	22
	<b>Total</b>	151	103	48	1		1				64	42	22
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	20	2							5	4	1
	<b>Total</b>	22	20	2							5	4	1





Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	2	12							2		2
	<b>Total</b>	14	2	12							2		2
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2							1		1
	<b>Total</b>	2		2							1		1
<b>Total Number of Employees</b>		230	158	72	1		1				75	49	26



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>		1	1									
<b>Total Number of Employees</b>		1	1										



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>230</b>	<b>158</b>	<b>72</b>	<b>1</b>		<b>1</b>				<b>75</b>	<b>49</b>	<b>26</b>
<b>Total Number of Employees</b>	<b>230</b>	<b>158</b>	<b>72</b>	<b>1</b>		<b>1</b>				<b>75</b>	<b>49</b>	<b>26</b>



Arup Canada Inc. (certificate # 060256)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

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



**Arup Canada Inc. (certificate # 060256)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	18	17	1							2	2	
Professionals	82	51	31							29	19	10
Semi-Professionals and Technicians	13	12	1							2	1	1
Supervisors	1		1									
Administrative and Senior Clerical Personnel	9	1	8							1		1
Clerical Personnel	1		1									
<b>Total Number of Employees Hired</b>	<b>126</b>	<b>83</b>	<b>43</b>							<b>34</b>	<b>22</b>	<b>12</b>



**Arup Canada Inc. (certificate # 060256)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	9	6	3							1	1	
Professionals	33	24	9	1		1				16	11	5
Semi-Professionals and Technicians	5	4	1							3	2	1
Administrative and Senior Clerical Personnel	1		1									
<b>Total Number of Employees Promoted</b>	<b>49</b>	<b>35</b>	<b>14</b>	<b>1</b>		<b>1</b>				<b>20</b>	<b>14</b>	<b>6</b>
<b>Total Number of Promotions</b>	<b>49</b>	<b>35</b>	<b>14</b>	<b>1</b>		<b>1</b>				<b>20</b>	<b>14</b>	<b>6</b>



**Arup Canada Inc. (certificate # 060256)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / National**  
**Reporting Period 2016-01-23 to 2017-12-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	2	1									
Middle and Other Managers	3	2	1									
Professionals	19	7	12							6		6
Semi-Professionals and Technicians	1	1										
<b>Total Number of Employees Terminated</b>	<b>26</b>	<b>12</b>	<b>14</b>							<b>6</b>		<b>6</b>

Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	4	0	0.0 %	27.4 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	37	7	18.9 %	38.9 %	14	-7	National
<b>03 : Professionals</b>		151	48	31.8 %	23.4 %	35	13	
1111 : Financial auditors and accountants	National	2	2	100.0 %	55.1 %	1	1	National
1112 : Financial and investment analysts	National	2	2	100.0 %	50.1 %	1	1	National
1121 : Human resources professionals	National	3	1	33.3 %	71.1 %	2	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.4 %	2	1	National
2113 : Geoscientists and oceanographers	National	1	0	0.0 %	22.4 %	0	0	National
2131 : Civil engineers	National	52	18	34.6 %	15.3 %	8	10	National
2132 : Mechanical engineers	National	15	3	20.0 %	9.0 %	1	2	National
2133 : Electrical and electronics engineers	National	10	2	20.0 %	11.3 %	1	1	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	17.0 %	0	0	National
2144 : Geological engineers	National	11	3	27.3 %	15.9 %	2	1	National
2147 : Computer engineers (except software engineers and designers)	National	6	2	33.3 %	12.6 %	1	1	National
2148 : Other professional engineers, n.e.c.	National	6	2	33.3 %	15.8 %	1	1	National
2151 : Architects	National	6	1	16.7 %	28.9 %	2	-1	National
2153 : Urban and land use planners	National	25	8	32.0 %	42.2 %	11	-3	National
2171 : Information systems analysts and consultants	National	7	0	0.0 %	28.3 %	2	-2	National
4163 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	50.7 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		22	2	9.1 %	25.9 %	6	-4	
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	17.9 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Ontario	17	1	5.9 %	26.4 %	4	-3	Ontario
2253 : Drafting technologists and technicians	Québec	3	1	33.3 %	30.9 %	1	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	9.7 %	0	0	Ontario



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>05 : Supervisors</b>		1	1	100.0 %	53.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	53.0 %	1	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	12	85.7 %	80.6 %	11	1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	2	2	100.0 %	80.8 %	2	0	Montréal
Employment Equity Occupational Group	St. John's	2	2	100.0 %	82.5 %	2	0	St. John's
Employment Equity Occupational Group	Toronto	9	7	77.8 %	80.1 %	7	0	Toronto
<b>10 : Clerical Personnel</b>		2	2	100.0 %	65.2 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	65.2 %	1	1	Toronto
<b>Total</b>		231	72	31.2 %	30.1 %	69	3	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	4	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	37	0	0.0 %	2.2 %	1	-1	National
<b>03 : Professionals</b>		151	1	0.7 %	1.3 %	2	-1	
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	3	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2113 : Geoscientists and oceanographers	National	1	0	0.0 %	1.4 %	0	0	National
2131 : Civil engineers	National	52	1	1.9 %	1.0 %	1	0	National
2132 : Mechanical engineers	National	15	0	0.0 %	0.7 %	0	0	National
2133 : Electrical and electronics engineers	National	10	0	0.0 %	0.7 %	0	0	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	0.8 %	0	0	National
2144 : Geological engineers	National	11	0	0.0 %	0.8 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	6	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	6	0	0.0 %	1.0 %	0	0	National
2151 : Architects	National	6	0	0.0 %	0.6 %	0	0	National
2153 : Urban and land use planners	National	25	0	0.0 %	2.7 %	1	-1	National
2171 : Information systems analysts and consultants	National	7	0	0.0 %	1.1 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		22	0	0.0 %	1.4 %	0	0	
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Ontario	17	0	0.0 %	1.3 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	3	0	0.0 %	1.1 %	0	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	5.4 %	0	0	Ontario

Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	Availability %	Availability %			
<b>05 : Supervisors</b>		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	0	0.0 %	1.1 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	St. John's	2	0	0.0 %	2.5 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	9	0	0.0 %	0.8 %	0	0	Toronto
<b>10 : Clerical Personnel</b>		2	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.7 %	0	0	Toronto
<b>Total</b>		231	1	0.5 %	1.5 %	3	-2	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Arup Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	4	0	0.0 %	10.1 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	37	3	8.1 %	15.0 %	6	-3	National
<b>03 : Professionals</b>		151	64	42.4 %	24.8 %	37	27	
1111 : Financial auditors and accountants	National	2	0	0.0 %	27.5 %	1	-1	National
1112 : Financial and investment analysts	National	2	1	50.0 %	35.4 %	1	0	National
1121 : Human resources professionals	National	3	3	100.0 %	14.1 %	0	3	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	16.9 %	1	-1	National
2113 : Geoscientists and oceanographers	National	1	0	0.0 %	13.2 %	0	0	National
2131 : Civil engineers	National	52	20	38.5 %	26.0 %	14	6	National
2132 : Mechanical engineers	National	15	7	46.7 %	28.6 %	4	3	National
2133 : Electrical and electronics engineers	National	10	6	60.0 %	34.9 %	3	3	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	31.5 %	0	0	National
2144 : Geological engineers	National	11	5	45.5 %	22.6 %	2	3	National
2147 : Computer engineers (except software engineers and designers)	National	6	3	50.0 %	38.2 %	2	1	National
2148 : Other professional engineers, n.e.c.	National	6	4	66.7 %	27.3 %	2	2	National
2151 : Architects	National	6	1	16.7 %	23.6 %	1	0	National
2153 : Urban and land use planners	National	25	11	44.0 %	12.8 %	3	8	National
2171 : Information systems analysts and consultants	National	7	3	42.9 %	31.4 %	2	1	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	21.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		22	5	22.7 %	25.3 %	6	-1	
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	1	100.0 %	0.0 %	0	1	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Ontario	17	4	23.5 %	30.2 %	5	-1	Ontario
2253 : Drafting technologists and technicians	Québec	3	0	0.0 %	7.7 %	0	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	20.4 %	0	0	Ontario

Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Availability #	Gap #	Recruitment Area
			Representation #	%	%			
<b>05 : Supervisors</b>		1	0	0.0 %	45.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	2	14.3 %	27.0 %	4	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	2	1	50.0 %	12.2 %	0	1	Montréal
Employment Equity Occupational Group	St. John's	2	0	0.0 %	0.7 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	9	1	11.1 %	37.3 %	3	-2	Toronto
<b>10 : Clerical Personnel</b>		2	1	50.0 %	48.1 %	1	0	
Employment Equity Occupational Group	Toronto	2	1	50.0 %	48.1 %	1	0	Toronto
<b>Total</b>		231	75	32.5 %	23.4 %	54	21	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-31

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
<b>01/02 : Managers</b>	National	41	0	0.0 %	4.3 %	2	-2	National
<b>03 : Professionals</b>	National	151	0	0.0 %	3.8 %	6	-6	National
<b>04 : Semi-Professionals and Technicians</b>	National	22	0	0.0 %	4.6 %	1	-1	National
<b>05 : Supervisors</b>	National	1	0	0.0 %	13.9 %	0	0	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	14	0	0.0 %	3.4 %	0	0	National
<b>10 : Clerical Personnel</b>	National	2	0	0.0 %	7.0 %	0	0	National
<b>Total</b>		231	0	0.0 %	4.0 %	9	-9	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2017-12-31

### 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: 2017-12-31

### WFA Defaults - Persons with Disabilities

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





Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-12-31

**Women**

Employment Equity Occupational Group	Women					
	All Employees #	Representation #	%	Availability %	#	Gap #
01 : Senior Managers	4	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	37	7	18.9 %	38.9 %	14	-7
03 : Professionals	151	48	31.8 %	23.4 %	35	13
04 : Semi-Professionals and Technicians	22	2	9.1 %	25.9 %	6	-4
05 : Supervisors	1	1	100.0 %	53.0 %	1	0
07 : Administrative and Senior Clerical Personnel	14	12	85.7 %	80.6 %	11	1
10 : Clerical Personnel	2	2	100.0 %	65.2 %	1	1
<b>Total</b>	<b>231</b>	<b>72</b>	<b>31.2 %</b>	<b>30.1 %</b>	<b>69</b>	<b>3</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-12-31

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	4	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	37	0	0.0 %	2.2 %	1	-1
03 : Professionals	151	1	0.7 %	1.3 %	2	-1
04 : Semi-Professionals and Technicians	22	0	0.0 %	1.4 %	0	0
05 : Supervisors	1	0	0.0 %	1.0 %	0	0
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	1.1 %	0	0
10 : Clerical Personnel	2	0	0.0 %	0.7 %	0	0
<b>Total</b>	<b>231</b>	<b>1</b>	<b>0.5 %</b>	<b>1.5 %</b>	<b>3</b>	<b>-2</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-12-31

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	4	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	37	3	8.1 %	15.0 %	6	-3
03 : Professionals	151	64	42.4 %	24.8 %	37	27
04 : Semi-Professionals and Technicians	22	5	22.7 %	25.3 %	6	-1
05 : Supervisors	1	0	0.0 %	45.8 %	0	0
07 : Administrative and Senior Clerical Personnel	14	2	14.3 %	27.0 %	4	-2
10 : Clerical Personnel	2	1	50.0 %	48.1 %	1	0
<b>Total</b>	<b>231</b>	<b>75</b>	<b>32.5 %</b>	<b>23.4 %</b>	<b>54</b>	<b>21</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Arup Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-12-31

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	41	0	0.0 %	4.3 %	2	-2
03 : Professionals	151	0	0.0 %	3.8 %	6	-6
04 : Semi-Professionals and Technicians	22	0	0.0 %	4.6 %	1	-1
05 : Supervisors	1	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	3.4 %	0	0
10 : Clerical Personnel	2	0	0.0 %	7.0 %	0	0
<b>Total</b>	<b>231</b>	<b>0</b>	<b>0.0 %</b>	<b>4.0 %</b>	<b>9</b>	<b>-9</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-12-31

### 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: 2017-12-31

### WFA Defaults - Persons with Disabilities

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

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	5	1	27.40
02	Middle & Other Managers	4	3	38.90
03	Professionals	106	36	22.00
04	Semi-Professionals & Technicians	13	2	25.50
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	2	2	80.10
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>130</b>	<b>44</b>	<b>24.0</b>

\* Source:  
2011 National Household Survey

**Table 5: Women**

		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
	4	0	27.40	
	37	7	38.90	
	151	48	23.40	
	22	2	25.90	
	1	1	53.00	
	0	0	0.00	
	14	12	80.60	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	2	2	65.20	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	231	72	30.1	

\* Source:  
2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	5	0	2.90
02	Middle & Other Managers	4	0	2.20
03	Professionals	106	0	1.30
04	Semi-Professionals & Technicians	13	0	1.20
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	2	0	0.80
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>130</b>	<b>0</b>	<b>1.4</b>

**\* Source:**  
2011 National Household Survey

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		4	0	2.90
		37	0	2.20
		151	1	1.30
		22	0	1.40
		1	0	1.00
		0	0	0.00
		14	0	1.10
		0	0	0.00
		0	0	0.00
		0	0	0.00
		2	0	0.70
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		<b>231</b>	<b>1</b>	<b>1.5</b>

**\* Source:**  
2011 National Household Survey



**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 3: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
	#	#	%
01 Senior Managers	5	0	10.10
02 Middle & Other Managers	4	0	15.00
03 Professionals	106	37	24.30
04 Semi-Professionals & Technicians	13	5	26.30
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	2	1	37.30
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	0	0	0.00
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>130</b>	<b>43</b>	<b>23.9</b>

**\* Source:**  
2011 National Household Survey

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
	#	#	%
01 Senior Managers	4	0	10.10
02 Middle & Other Managers	37	3	15.00
03 Professionals	151	64	24.80
04 Semi-Professionals & Technicians	22	5	25.30
05 Supervisors	1	0	45.80
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	14	2	27.00
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	2	1	48.10
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>231</b>	<b>75</b>	<b>23.4</b>

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Arup Canada Inc.**  
**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**

**Data from Subsequent/Current Workforce Analysis**

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	9	0	4.30
03	Professionals	106	0	3.80
04	Semi-Professionals & Technicians	13	0	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	2	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		130	0	3.9

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
	41	0	4.30	
	151	0	3.80	
	22	0	4.60	
	1	0	13.90	
	0	0	0.00	
	14	0	3.40	
	0	0	0.00	
	0	0	0.00	
	2	0	7.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	231	0	4.0	

**\* Source:**  
2012 Canadian Survey on Disability

**\* Source:**  
2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	18	1	0	0
03 Professionals	82	31	0	0
04 Semi-Professionals & Technicians	13	1	0	0
05 Supervisors	1	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	8	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>126</b>	<b>43</b>	<b>0</b>	<b>0</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	1	0	0	0
	9	3	0	0
	33	9	0	0
	5	1	0	0
	0	0	0	0
	0	0	0	0
	1	1	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>49</b>	<b>14</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	3	1	0	0
	3	1	0	0
	19	12	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>26</b>	<b>14</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Employment Equity Occupational Group (EEOG)**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	82	0	0	0
04 Semi-Professionals & Technicians	13	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#
	1	0	0	0
	9	0	0	0
	33	1	0	0
	5	0	0	0
	0	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>49</b>	<b>1</b>	<b>0</b>	<b>0</b>

	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
	3	0	0	0
	3	0	0	0
	19	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Employment Equity Occupational Group (EEOG)**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	2	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	82	0	0	0
04 Semi-Professionals & Technicians	13	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
1	0	0	0
9	0	0	0
33	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
3	0	0	0
3	0	0	0
19	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	1	0	0	0	3	0	0	0
02 Middle & Other Managers	18	2	0	0	9	1	0	0	3	0	0	0
03 Professionals	82	29	0	0	33	16	0	0	19	6	0	0
04 Semi-Professionals & Technicians	13	2	0	0	5	3	0	0	1	0	0	0
05 Supervisors	1	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	1	0	0	1	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>126</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>6</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						YYYY - YYYY
	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-01-22	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01 Senior Managers	5	-7.2%		0	66.7%		0	0	1	0.0%	0	0	0	27.4%	0	0	0	20.0%	20.0%	
02 Middle & Other Managers	4	109.9%		0	14.6%		0	0	3	0.0%	0	-1	0	38.9%	1	1	75.0%	75.0%		
03 Professionals	106	12.5%		0	14.8%		0	0	36	0.0%	0	-13	0	22.0%	13	13	34.0%	34.0%		
04 Semi-Professionals & Tech	13	19.2%		0	5.7%		0	0	2	0.0%	0	1	0	25.5%	-1	-1	15.4%	15.4%		
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	2	91.3%		0	0.0%		0	0	2	0.0%	0	0	0	80.1%	0	0	100.0%	100.0%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#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!		
<b>Total</b>	<b>130</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>44</b>	<b>0.0%</b>	<b>0</b>	<b>-13</b>	<b>0</b>	<b>24.0%</b>	<b>13</b>	<b>13</b>	<b>33.8%</b>	<b>33.8%</b>		

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

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	4	0.0	5	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>4</b>		<b>5</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees																	First/Previous Short-term Goals					Aboriginal Peoples				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years						From - To	From - To						
	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-01-22	Annually	Over 3 Years	2016	2019	%	%	%	%	%	%									
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%									
01 Senior Managers	5	-7.2%		0	66.7%		0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%									
02 Middle & Other Managers	4	109.9%		0	14.6%		0	0	0.0%	0	0	0	0	2.2%	0	0	0.0%	0.0%									
03 Professionals	106	12.5%		0	14.8%		0	0	0.0%	0	1	0	0	1.3%	-1	-1	0.0%	0.0%									
04 Semi-Professionals & Tech	13	19.2%		0	5.7%		0	0	0.0%	0	0	0	0	1.2%	0	0	0.0%	0.0%									
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#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	2	91.3%		0	0.0%		0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%									
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#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!									
<b>Total</b>	<b>130</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1.4%</b>	<b>-2</b>	<b>-2</b>	<b>0.0%</b>	<b>0.0%</b>									

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	1	0.0	1	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>1</b>		<b>1</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	All Employees																			Persons with Disabilities																		
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years																
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	2016		2019																						
	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-01-22	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019																								
	#	%	%	#	%	%	#	#	%	#	#	%	#	%																								
01/02 Managers	9	51.4%		0	40.7%		0	0	0	0.0%	0	0	0	0	0	3.8%	0	0	0.0%	0.0%																		
03 Professionals	106	12.5%		0	14.8%		0	0	0	0.0%	0	4	0	0	4.6%	-4	-5	0.0%	0.0%																			
04 Semi-Professionals & Tech	13	19.2%		0	5.7%		0	0	0	0.0%	0	1	0	0	0.0%	-1	0	0.0%	0.0%																			
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
07 Administrative & Sr Clerical	2	91.3%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%																			
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																			
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	3.9%	0	0	#DIV/0!	#DIV/0!																			
<b>Total</b>	<b>130</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>#REF!</b>	<b>0</b>	<b>#REF!</b>	<b>-5</b>	<b>#REF!</b>	<b>0.0%</b>	<b>0.0%</b>																				

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	3	0.0	4	0.0	
04 Semi-Professionals & Tech	1	0.0	2	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>4</b>		<b>6</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees																			First/Previous Short-term Goals																		
	All Employees																			Members of Visible Minorities																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years																		
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Actual	Projected		Actual	Projected						From - To	YYYY - YYYY																
	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-01-22	Annually	Over 3 Years	2016	2019	%	%	%	%	%	%	%																			
#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	%																				
01 Senior Managers	5	-7.2%		0	66.7%		0	0	0	0.0%	0	0	1	0	10.1%	-1	-1	0.0%	0.0%																			
02 Middle & Other Managers	4	109.9%		0	14.6%		0	0	0	0.0%	0	1	0	15.0%	-1	-1	0.0%	0.0%																				
03 Professionals	106	12.5%		0	14.8%		0	0	37	0.0%	0	-11	0	24.3%	11	11	34.9%	34.9%																				
04 Semi-Professionals & Tech	13	19.2%		0	5.7%		0	0	5	0.0%	0	-2	0	26.3%	2	2	38.5%	38.5%																				
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																				
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																				
07 Administrative & Sr Clerical	2	91.3%		0	0.0%		0	0	1	0.0%	0	0	0	37.3%	0	0	50.0%	50.0%																				
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																				
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																				
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																				
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#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!																				
<b>Total</b>	<b>130</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>43</b>	<b>0.0%</b>	<b>0</b>	<b>-12</b>	<b>0</b>	<b>23.9%</b>	<b>12</b>	<b>12</b>	<b>33.1%</b>	<b>33.1%</b>																				

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	0.0	1	0.0	
02 Middle & Other Managers	0	0.0	1	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>1</b>		<b>2</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																			
	All Employees								Women											
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2017-12-31	Annually		Over 3 Years	2017					
	#	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%		
01 Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	37	109.9%	2.6%	3	14.6%	2.0%	2	5	7	2.0%	0	9	2	38.9%	38.9%	-7	-7	18.9%	22.5%	
03 Professionals	151	12.5%	6.9%	31	14.8%	4.0%	18	49	48	4.0%	6	1	11	23.4%	23.4%	13	10	31.8%	29.1%	
04 Semi-Professionals & Tech	22	19.2%	0.5%	0	5.7%	1.0%	1	1	2	1.0%	0	4	0	25.9%	25.9%	-4	-4	9.1%	9.1%	
05 Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		53.0%	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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	14	91.3%		0	0.0%	1.0%	0	0	12	1.0%	0	-1	0		80.6%	1	1	85.7%	85.7%	
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	2	0.0%		0	0.0%		0	0	2	0.0%	0	-1	0		65.2%	1	1	100.0%	100.0%	
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!	
<b>Total</b>	<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>72</b>	<b>0.0%</b>	<b>0</b>	<b>-2</b>	<b>0</b>		<b>30.1%</b>	<b>2</b>	<b>2</b>	<b>31.2%</b>	<b>31.2%</b>	

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

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

Workforce Analysis) ÷ 2) x 100.

**Table 10: Women**

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	27.4%		Outreach to women in professional associations and LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; building CRM to keep in touch with past
02 Middle & Other Managers	38.9%		Outreach to women in professional associations and LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; building CRM to keep in touch with past
03 Professionals	23.4%		Outreach to women in professional associations and LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; building CRM to keep in touch with past
04 Semi-Professionals & Tech	25.9%		Outreach to women in LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; develop diversity outreach calendar through D&I team to continuously
05 Supervisors	0.0%		
06 Supervisors: Crafts & Trades	0.0%		
07 Administrative & Sr Clerical	0.0%		
08 Skilled Sales & Service	0.0%		
09 Skilled Crafts & Trades	0.0%		
10 Clerical Personnel	0.0%		
11 Intermediate Sales & Service	0.0%		
12 Semi-Skilled Manual	0.0%		
13 Other Sales & Service	0.0%		
14 Other Manual Workers	0.0%		
<b>Total</b>	<b>0.0%</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	All Employees											Subsequent/Current Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						YYYY - YYYY	
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020									
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01 Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	0	0	0	2.9%	0	0	0.0%	0.0%			
02 Middle & Other Managers	37	109.9%	2.6%	3	14.6%	2.0%	2	5	0	2.0%	0	1	0	2.2%	-1	-1	0.0%	0.0%			
03 Professionals	151	12.5%	6.9%	31	14.8%	4.0%	18	49	1	4.0%	0	1	1	1.3%	-1	0	0.7%	1.1%			
04 Semi-Professionals & Tech	22	19.2%	5.0%	3	5.7%	1.0%	1	4	0	1.0%	0	0	0	1.4%	0	0	0.0%	0.0%			
05 Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%			
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07 Administrative & Sr Clerical	14	91.3%		0	0.0%	1.0%	0	0	0	1.0%	0	0	0	1.1%	0	0	0.0%	0.0%			
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10 Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.7%	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	#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!			
<b>Total</b>	<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1.5%</b>	<b>-2</b>	<b>-2</b>	<b>0.4%</b>	<b>0.4%</b>			

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0%		
02 Middle & Other Managers	2.2%		research on organizations and non-for profits specific to attracting aboriginal people; post on these sites and do further outreach
03 Professionals	1.3%		research on organizations and non-for profits specific to attracting aboriginal people; post on these sites and do further outreach
04 Semi-Professionals & Tech	0.0%		
05 Supervisors	0.0%		
06 Supervisors: Crafts & Trades	0.0%		
07 Administrative & Sr Clerical	0.0%		
08 Skilled Sales & Service	0.0%		
09 Skilled Crafts & Trades	0.0%		
10 Clerical Personnel	0.0%		
11 Intermediate Sales & Service	0.0%		
12 Semi-Skilled Manual	0.0%		
13 Other Sales & Service	0.0%		
14 Other Manual Workers	0.0%		
<b>Total</b>	<b>0.0%</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Persons with Disabilities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	Annually		Over 3 Years	2017					
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	41	51.4%		0	40.7%	10.0%	12	12	0	10.0%	0	2	1	4.3%	4.3%	-2	-1	0.0%	2.4%
03 Professionals	151	12.5%	2.6%	12	14.8%	2.0%	9	21	0	2.0%	0	6	1	3.8%	3.8%	-6	-5	0.0%	0.6%
04 Semi-Professionals & Tech	22	19.2%	6.9%	5	5.7%	4.0%	3	8	0	4.0%	0	1	0	4.6%	4.6%	-1	-1	0.0%	0.0%
05 Supervisors	1	0.0%	5.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	13.9%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	91.3%		0	0.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%	1.0%	0	0	0	1.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	7.0%	0	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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>4.0%</b>	<b>4.0%</b>	<b>-9</b>	<b>-9</b>	<b>0.0%</b>	<b>0.0%</b>

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	4.3%		research on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
03 Professionals	3.8%		research on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
04 Semi-Professionals & Tech	4.6%		research on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
05 Supervisors	0.0%		
06 Supervisors: Crafts & Trades	0.0%		
07 Administrative & Sr Clerical	0.0%		
08 Skilled Sales & Service	0.0%		
09 Skilled Crafts & Trades	0.0%		
10 Clerical Personnel	0.0%		
11 Intermediate Sales & Service	0.0%		
12 Semi-Skilled Manual	0.0%		
13 Other Sales & Service	0.0%		
14 Other Manual Workers	0.0%		
<b>Total</b>	<b>0.0%</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	All Employees										Subsequent/Current Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		2017	2020					
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	#	%	%	#	#	%	%			
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01 Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	0	0	0	0	10.1%	0	0	0.0%	0.0%	
02 Middle & Other Managers	37	109.9%	2.6%	3	14.6%	2.0%	2	5	3	2.0%	0	3	1	15.0%	15.0%	-3	-2	8.1%	10.0%	
03 Professionals	151	12.5%	6.9%	31	14.8%	4.0%	18	49	64	4.0%	8	-11	0	24.8%	24.8%	27	11	42.4%	30.8%	
04 Semi-Professionals & Tech	22	19.2%	5.0%	3	5.7%	1.0%	1	4	5	1.0%	0	1	1	25.3%	25.3%	-1	0	22.7%	24.0%	
05 Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	45.8%	45.8%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	14	91.3%		0	0.0%	1.0%	0	0	2	1.0%	0	2	0	27.0%	27.0%	-2	-2	14.3%	14.3%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	2	0.0%		0	0.0%		0	0	1	0.0%	0	0	0	48.1%	48.1%	0	0	50.0%	50.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>75</b>	<b>0.0%</b>	<b>0</b>	<b>-21</b>	<b>0</b>	<b>23.4%</b>	<b>23.4%</b>	<b>21</b>	<b>21</b>	<b>32.5%</b>	<b>32.5%</b>	

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0%		
02 Middle & Other Managers	15.0%		Outreach to minorities in professional associations and LinkedIn groups; develop diversity outreach calendar through D&I team to continuously engage minorities in the workforce
03 Professionals	0.0%		
04 Semi-Professionals & Tech	25.3%		Outreach to minorities in professional associations and LinkedIn groups; develop diversity outreach calendar through D&I team to continuously engage minorities in the workforce
05 Supervisors	0.0%		
06 Supervisors: Crafts & Trades	0.0%		
07 Administrative & Sr Clerical	27.0%		Outreach to minorities in professional associations and LinkedIn groups; develop diversity outreach calendar through D&I team to continuously engage minorities in the workforce
08 Skilled Sales & Service	0.0%		
09 Skilled Crafts & Trades	0.0%		
10 Clerical Personnel	0.0%		
11 Intermediate Sales & Service	0.0%		
12 Semi-Skilled Manual	0.0%		
13 Other Sales & Service	0.0%		
14 Other Manual Workers	0.0%		
<b>Total</b>	<b>0.0%</b>		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
01 Senior Managers	2016	5	1	20.0	27.4	1	0	73.0																
	2017	4	0	0.0	27.4	1	-1	0.0	2	0	0.0	1	-1	1	0	0.0	0	0	0	3	1	33.3	1	0
02 Middle & Other Managers	2016	4	3	75.0	38.9	2	1	192.8																
	2017	37	7	18.9	38.9	14	-7	48.6	18	1	5.6	7	-6	9	3	33.3	7	-4	3	1	33.3	2	-1	
03 Professionals	2016	106	36	34.0	22.0	23	13	154.4																
	2017	151	48	31.8	23.4	35	13	135.8	82	31	37.8	19	12	33	9	27.3	11	-2	19	12	63.2	6	6	
04 Semi-Professionals & Technicians	2016	13	2	15.4	25.5	3	-1	60.3																
	2017	22	2	9.1	25.9	6	-4	35.1	13	1	7.7	3	-2	5	1	20.0	1	0	1	0	0.0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2017	1	1	100.0	53.0	1	0	188.7	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	0	-1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	-1	0.0			0.3	0.0				0.0	0.0	
02 Middle & Other Managers	2017	24	3	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	24	3	12.5			0.4	3213.4				0.0	0.0	
03 Professionals	2017	96	28	29.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	96	28	29.2			0.2	12464.4				0.0	0.0	
04 Semi-Professionals & Technicians	2017	17	2	11.8	4	50.0	0.0	0.0	5	40.0	0.0	0.0		
	2020	17	2	11.8			0.3	4542.4				0.0	0.0	
05 Supervisors	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	1	100.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	2	2	100.0	80.1	2	0	124.8																
	2017	14	12	85.7	80.6	11	1	106.3	9	8	88.9	7	1	1	1	100.0	1	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	2	2	100.0	65.2	1	1	153.4	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2017	10	9	90.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	10	9	90.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	1	100.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	130	44	33.8	24.0	31	13	141.0																
	2017	231	72	31.2	30.1	70	2	103.6	126	43	34.1	38	5	49	14	28.6	17	-3	26	14	53.8	9	5	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2017	149	43	28.9	4	1075.0	0.0	0.0	0.0	5	860.0	0.0	0.0	
	2020	149	43	28.9			0.0	0.0			0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	5	0	0.0	2.9	0	0	0.0																
	2017	4	0	0.0	2.9	0	0	0.0	2	0	0.0	0	0	0	1	0	0.0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2016	4	0	0.0	2.2	0	0	0.0																
	2017	37	0	0.0	2.2	1	-1	0.0	18	0	0.0	0	0	0	9	0	0.0	0	0	3	0	0.0	0	0
03 Professionals	2016	106	0	0.0	1.3	1	-1	0.0																
	2017	151	1	0.7	1.3	2	-1	50.9	82	0	0.0	1	-1	33	1	3.0	0	1	19	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	13	0	0.0	1.2	0	0	0.0																
	2017	22	0	0.0	1.4	0	0	0.0	13	0	0.0	0	0	5	0	0.0	0	0	1	0	0.0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2017	1	0	0.0	1.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	2017	24	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	2020	24	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	2017	96	1	1.0	1	100.0	0.0	0.0	0.0	0.0	1	100.0	0.0	0.0
	2020	96	1	1.0			0.0	8012.8				0.0	0.0	
04 Semi-Professionals & Technicians	2017	17	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	17	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	1	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	2	0	0.0	0.8	0	0	0.0																
	2017	14	0	0.0	1.1	0	0	0.0	9	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	2	0	0.0	0.7	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples			Goal	Percent of Goal Met		Goal	Percent of Goal Met		Goal	Percent of Goal Met		
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met		Goal	Percent of Goal Met				
#	#	#	%	#	%	%	#	%	%	#	%	%			
07 Administrative & Senior Clerical	2017	10	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	10	0	0.0			0.0	0.0			0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0		
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	130	0	0.0	1.4	2	-2	0.0																
	2017	231	1	0.4	1.5	3	-2	28.9	126	0	0.0	2	-2	49	1	2.0	0	1	26	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2017	149	1	0.7	1	100.0	0.0	0.0	0.0	1	100.0	0.0	0.0	
	2020	149	1	0.7			0.0	0.0			0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2016	9	0	0.0	4.3	0	0	0.0																
	2017	41	0	0.0	4.3	2	-2	0.0	20	0	0.0	1	-1	10	0	0.0	0	0	0	6	0	0.0	0	0
03 Professionals	2016	106	0	0.0	3.8	4	-4	0.0																
	2017	151	0	0.0	3.8	6	-6	0.0	82	0	0.0	3	-3	33	0	0.0	0	0	0	19	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	13	0	0.0	4.6	1	-1	0.0																
	2017	22	0	0.0	4.6	1	-1	0.0	13	0	0.0	1	-1	5	0	0.0	0	0	0	1	0	0.0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2017	1	0	0.0	13.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	24	0	0.0			0.0	0.0			0.00	0.0		
03 Professionals	2017	96	0	0.0	3	0.0	0.0	0.0	4	0.0	0.00	0.0		
	2020	96	0	0.0			0.0	0.0			0.00	0.0		
04 Semi-Professionals & Technicians	2017	17	0	0.0	1	0.0	0.0	0.0	2	0.0	0.00	0.0		
	2020	17	0	0.0			0.0	0.0			0.00	0.0		
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	1	0	0.0			0.0	0.0			0.00	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	0	0	0.0			0.0	0.0			0.00	0.0		

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	2	0	0.0	3.4	0	0	0.0																
	2017	14	0	0.0	3.4	0	0	0.0	9	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	2	0	0.0	7.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2017	10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	10	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	130	0	0.0	3.9	5	-5	0.0																
	2017	231	0	0.0	4.0	9	-9	0.0	126	0	0.0	5	-5	49	0	0.0	0	0	0	26	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0		
Total	2017	149	0	0.0	4	0.0	0.0	0.0	6	0.0	0.0	0.0		
	2020	149	0	0.0			0.0	0.0				0.0		



**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	5	0	0.0	10.1	1	-1	0.0																
	2017	4	0	0.0	10.1	0	0	0.0	2	0	0.0	0	0	0	1	0	0.0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2016	4	0	0.0	15.0	1	-1	0.0																
	2017	37	3	8.1	15.0	6	-3	54.1	18	2	11.1	3	-1	9	1	11.1	0	1	3	0	0.0	0	0	0
03 Professionals	2016	106	37	34.9	24.3	26	11	143.6																
	2017	151	64	42.4	24.8	37	27	170.9	82	29	35.4	20	9	33	16	48.5	12	4	19	6	31.6	7	-1	
04 Semi-Professionals & Technicians	2016	13	5	38.5	26.3	3	2	146.2																
	2017	22	5	22.7	25.3	6	-1	89.8	13	2	15.4	3	-1	5	3	60.0	2	1	1	0	0.0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2017	1	0	0.0	45.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + 1 x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	0	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2017	24	3	12.5	0	0.0	0.0	0.0	1	300.0	0.0	0.0		
	2020	24	3	12.5			0.2	8333.3			0.0	0.0		
03 Professionals	2017	96	39	40.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	96	39	40.6			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2017	17	5	29.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	17	5	29.4			0.3	11625.2			0.0	0.0		
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	2	1	50.0	37.3	1	0	134.0																
	2017	14	2	14.3	27.0	4	-2	52.9	9	1	11.1	2	-1	1	0	0.0	1	-1	0	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	2	1	50.0	48.1	1	0	104.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2017	10	1	10.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	10	1	10.0	0.3	3703.7	0.0	0.0	0.0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	130	43	33.1	23.9	31	12	138.4																
	2017	231	75	32.5	23.4	54	21	138.8	126	34	27.0	29	5	49	20	40.8	16	4	26	6	23.1	9	-3	

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2017	149	48	32.2	1	4800.0	0.0	0.0	0.0	2	2400.0	0.0	0.0	
	2020	149	48	32.2			0.0	0.0			0.0	0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Arup Canada Inc.</b>
<b>[Date: 2018-01-18]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):

**Federal Contractors Program  
Report of the Subsequent Compliance Assessment**

**Employer Name:** Arup Canada Inc.

**Primary Location:** Toronto, Ontario

**Number of Employees:** 231

Ontario – 186 employees

Quebec – 27 employees

Newfoundland and Labrador – 15 employees

Alberta – 3 employees

**Organization Overview:**

NAICS 5413: Architectural, engineering and related services.

Arup Canada Inc. is a firm of designers, architects, engineers, consultants and technical specialists in the built environment.

**Key Dates – First Year Assessment**

Initiated: 2014-10-17 (Extension granted until 2015-07-15)  
 Received: 2015-04-15  
 Closed: 2016-02-03  
 WFA: 2016-01-22

**Key Dates – Subsequent Assessment**

Initiated: 2017-11-03  
 Received: 2018-05-18  
 WFA: 2017-12-31

**DATA VERIFICATION**

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

Yes  No

**Comments:**

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

## ASSESSMENT OF REASONABLE PROGRESS

The organization set their previous goals in hard number format and not in percentages.

### Women

4.	Semi-Professionals & Technicians	Goal met (50%)
----	----------------------------------	----------------

#### Assessment/Observations

- EEOG 04: There were 18 new entrants, of which two were women. The short term goal that had been set for this EEOG was four women. Therefore, with two new entrants that were women, this goal has been met at 50%. This represents a hiring rate of 11.1% which remains below the labour market availability of 25.5%. A hiring rate equal to availability would have seen four women hired.

### Aboriginal Peoples

3.	Professionals	Goal met (100%)
----	---------------	-----------------

#### Assessment/Observations

- EEOG 03: There were 115 new entrants, and one was Aboriginal. The short term goal that had been set for this EEOG was one Aboriginal person. Therefore this goal has been met at 100%. Note that this represents a hiring rate that equals the labour market availability of 1.3%.

### Persons with Disabilities

3.	Professionals	Goal not met (0%)
4.	Semi-Professionals & Technicians	Goal not met (0%)

#### Assessment/Observations

- EEOG 03: There were 115 new entrants, and none were persons with disabilities. Considering the labour market availability of 3.8%, there should have been at least four persons with disabilities hired.
- EEOG 04: There were 18 new entrants, and none were persons with disabilities. This is to be expected given the labour market availability of 4.6%.

### Members of Visible Minorities

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal not set

#### Assessment/Observations

- EEOG 01: There were three new entrants, and none were members of visible minorities. This is below the short term goal that had been set for this EEOG of one person that self-identified as a member of a visible minority. Note, however, that the gap in this EEOG was closed due to a reduction of employees within the occupational group.

- EEOG 02: There were 27 new entrants, and three self-identified as members of visible minorities. This represents a hiring rate of 11.1%, which is below the labour market availability of 15.0% for this EEOG. However, no short-term goal had been initially set at the initial assessment.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

Of the five goals that the organization had set during their first compliance assessment, two have been met and three have not.

In one area (persons with disabilities in EEOG 04), there were insufficient hires to reasonably expect that the goal would be met.

In the case of members of visible minorities in EEOG 01, the gap was closed since the last assessment rendering the goal no longer necessary.

In sum, four of the five goals can be considered met or, in cases where the goal was not met, partially explained.

It is important to note that this assessment covers only two years, from January 22, 2016; to December 31, 2017. Since the organization has demonstrated some progress in meeting its goals, it is reasonable to suggest that additional progress may have been made should the organization have had a full three years to meet its goals.

#### ASSESSMENT OF SHORT-TERM GOALS

For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.

All short-term goals were set as a percentage.

In addition to setting goals where a gap was uncovered, the organization has set goals in areas with growth is projected. This is the case for women in EEOG 03 Professionals where a goal of 23.4% (matching labour market availability) was set despite the absence of a gap.

In order to meet its goals for women and members of visible minorities, the organization proposes to increase their outreach in professional associations and LinkedIn groups; revising job descriptions to include gender neutral language; and, develop a diversity outreach calendar through the diversity and inclusion team to continuously engage with these designated group members.

With respect to Aboriginal people and persons with disabilities, the organization proposes to close their gaps by researching sites specific to attracting Aboriginal peoples and persons with disabilities and posting on these sites while doing further outreach.

#### 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:

- We note and commend the organization for proposing to increase their outreach efforts to reach designated group candidates. Given that Arup Canada Inc. has a number of small gaps for all four designated groups, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these four groups. Guidance on the conduct of an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)

**Name of Analyst: Marie-Josée Lemery**

**Date: May 28, 2018**

## Yakibonge, Ntambwe Maurice N [NC]

---

**From:** Lemery, Marie-Josée M [NC] on behalf of EE-EME  
**Sent:** June 8, 2018 11:44 AM  
**To:** 'andrew.mcalpine@arup.com'  
**Cc:** 'Martha.Vasquez@arup.com'  
**Subject:** Government of Canada Agreement Number: 060256 – Notification of Compliance with the Federal Contractors Program

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

Dear Andrew McAlpine:

I am writing to inform you that the subsequent compliance assessment initiated on November 3, 2017, has been completed. As a result of the assessment, Arup Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

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

- We note and commend the organization for proposing to increase their outreach efforts to reach designated group candidates. Given that Arup Canada Inc. has a number of small gaps for all four designated groups, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these four groups. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on November 3, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any 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 over the three year period reasonable progress has not been made, Arup Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and

- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS) which can assist you in generating your workforce data and analysis.

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

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

Sincerely,

Workplace Equity Team

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



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

**From:** Fortin, Sylvie SY [NC] <sylvie.g.fortin@labour-travail.gc.ca>  
**Sent:** May 18, 2018 3:02 PM  
**To:** 'Martha Vasquez' <Martha.Vasquez@arup.com>  
**Cc:** Lemery, Marie-Josée M [NC] <mariejosee.lemery@labour-travail.gc.ca>  
**Subject:** FW: Submission of your Compliance Assessment Information

Good day Ms. Vasquez,

For the subsequent assessment, you also have to provide the current workforce **Detailed Report and Forms 1 to 6** covering your workforce data at the national level. Can you please send the forms by email to my colleague, Marie-Josée Lemery, who will be in charge to review your documentation.

if you have questions or concerns, please send an email to [mariejosee.lemery@labour-travail.gc.ca](mailto:mariejosee.lemery@labour-travail.gc.ca) or by phone at 819-654-3388.

Have a great week end.

**Sylvie Fortin**

Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Sylvie.g.fortin@labour-travail.gc.ca](mailto:Sylvie.g.fortin@labour-travail.gc.ca) / Tél. : 819-654-4324

Labour Program  
Employment and Social Development Canada / Government of Canada  
[Sylvie.g.fortin@labour-travail.gc.ca](mailto:Sylvie.g.fortin@labour-travail.gc.ca) / Tél. : 819-654-4324



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

**From:** Martha Vasquez [mailto:Martha.Vasquez@arup.com]  
**Sent:** 18 mai 2018 10:19  
**To:** Fortin, Sylvie SY [NC]  
**Subject:** RE: Submission of your Compliance Assessment Information

Hi Sylvie,

Attached is the workforce analysis summary report and the achievement report. It was not easy filling out the spreadsheet with achievement goals so I would appreciate if you can review to see that we did this correctly.

Thank you,

Martha

**From:** Martha Vasquez  
**Sent:** Tuesday, May 15, 2018 6:03 PM  
**To:** 'sylvie.g.fortin@labour-travail.gc.ca' <sylvie.g.fortin@labour-travail.gc.ca>  
**Subject:** RE: Submission of your Compliance Assessment Information

Hi Sylvie, yes, we are working on setting the goals in the achievement report and will send this to you by end of this week.

Regards,  
Martha

**From:** [sylvie.g.fortin@labour-travail.gc.ca](mailto:sylvie.g.fortin@labour-travail.gc.ca) [<mailto:sylvie.g.fortin@labour-travail.gc.ca>]  
**Sent:** Tuesday, May 15, 2018 10:34 AM  
**To:** Martha Vasquez <[Martha.Vasquez@arup.com](mailto:Martha.Vasquez@arup.com)>  
**Subject:** Submission of your Compliance Assessment Information

Good morning Martha,

This is a reminder for you to send your subsequent Assessment. We would greatly appreciate to have your documents by the end of this week.

Regards.

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)

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



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

**From:** Martha Vasquez <Martha.Vasquez@arup.com>  
**Sent:** May 23, 2018 1:04 PM  
**To:** Lemery, Marie-Josée M [NC] <mariejosee.lemery@labour-travail.gc.ca>  
**Subject:** Arup Canada Inc - Achievement Report V2 (003).xlsx

Thank you for your assistance.

Regards,  
Martha

Martha Vasquez  
Associate | Head of Total Rewards, Americas Region

Arup  
499 Thornall Street, 9<sup>th</sup> Floor Edison NJ 08837 USA  
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# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

**Arup Canada Inc.**

[Date: 2018-01-18]

### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	5	1	27.40
02	Middle & Other Managers	4	3	38.90
03	Professionals	106	36	22.00
04	Semi-Professionals & Technicians	13	2	25.50
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	2	2	80.10
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>130</b>	<b>44</b>	<b>24.0</b>

**Table 5: Women**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	4	0	27.40
02	Middle & Other Managers	37	7	38.90
03	Professionals	151	48	23.40
04	Semi-Professionals & Technicians	22	2	25.90
05	Supervisors	1	1	53.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	14	12	80.60
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	2	2	65.20
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>231</b>	<b>72</b>	<b>30.1</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples	
		Representation	Availability*
		#	%
01 Senior Managers	5	0	2.90
02 Middle & Other Managers	4	0	2.20
03 Professionals	106	0	1.30
04 Semi-Professionals & Technicians	13	0	1.20
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	2	0	0.80
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	0	0	0.00
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>130</b>	<b>0</b>	<b>1.4</b>

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples	
		Representation	Availability*
		#	%
01 Senior Managers	4	0	2.90
02 Middle & Other Managers	37	0	2.20
03 Professionals	151	1	1.30
04 Semi-Professionals & Technicians	22	0	1.40
05 Supervisors	1	0	1.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	14	0	1.10
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	2	0	0.70
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>231</b>	<b>1</b>	<b>1.5</b>

**\* Source:**

2011 National Household Survey

**\* Source:**

2011 National Household Survey



# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

**Arup Canada Inc.**

[Date: 2018-01-18]

### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 3: Members of Visible Minorities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Members of Visible Minorities	
				Representation	Availability*
		#		#	%
01	Senior Managers	5		0	10.10
02	Middle & Other Managers	4		0	15.00
03	Professionals	106	37	24.30	
04	Semi-Professionals & Technicians	13	5	26.30	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	2	1	37.30	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	0	0	0.00	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
<b>Total</b>		<b>130</b>	<b>43</b>	<b>23.9</b>	

**Table 7: Members of Visible Minorities**

#### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Members of Visible Minorities	
				Representation	Availability*
		#		#	%
		4		0	10.10
		37		3	15.00
		151	64	24.80	
		22	5	25.30	
		1	0	45.80	
		0	0	0.00	
		14	2	27.00	
		0	0	0.00	
		0	0	0.00	
		0	0	0.00	
		2	1	48.10	
		0	0	0.00	
		0	0	0.00	
		0	0	0.00	
		0	0	0.00	
		0	0	0.00	
		<b>231</b>	<b>75</b>	<b>23.4</b>	

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Arup Canada Inc.**

[Date: 2018-01-18]

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	22

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	12	31

**Table 4: Persons with Disabilities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	9	0	4.30
03	Professionals	106	0	3.80
04	Semi-Professionals & Technicians	13	0	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	2	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>130</b>	<b>0</b>	<b>3.9</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

#### Subsequent/Current Workforce Analysis

All Employees		Persons with Disabilities	
		Representation	Availability*
#	#	%	
41	0	4.30	
151	0	3.80	
22	0	4.60	
1	0	13.90	
0	0	0.00	
14	0	3.40	
0	0	0.00	
0	0	0.00	
0	0	0.00	
2	0	7.00	
0	0	0.00	
0	0	0.00	
0	0	0.00	
0	0	0.00	
<b>231</b>	<b>0</b>	<b>4.0</b>	

**\* Source:**

2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**



**Data from Form 5 - Employees Promoted**



**Data from Form 6 - Employees Terminated**



**Employment Equity Occupational Group (EEOG)**

**Table 1: Women**

Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#
01 Senior Managers	2	0	0
02 Middle & Other Managers	18	1	0
03 Professionals	82	31	0
04 Semi-Professionals & Technicians	13	1	0
05 Supervisors	1	1	0
06 Supervisors: Crafts & Trades	0	0	0
07 Administrative & Senior Clerical Personnel	9	8	0
08 Skilled Sales & Service Personnel	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0
10 Clerical Personnel	1	1	0
11 Intermediate Sales & Service Personnel	0	0	0
12 Semi-Skilled Manual Workers	0	0	0
13 Other Sales & Service Personnel	0	0	0
14 Other Manual Workers	0	0	0
<b>Total</b>	<b>126</b>	<b>43</b>	<b>0</b>

**Table 5: Women**

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
01 Senior Managers	1	0	0
02 Middle & Other Managers	9	3	0
03 Professionals	33	9	0
04 Semi-Professionals & Technicians	5	1	0
05 Supervisors	0	0	0
06 Supervisors: Crafts & Trades	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0
08 Skilled Sales & Service Personnel	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0
10 Clerical Personnel	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0
12 Semi-Skilled Manual Workers	0	0	0
13 Other Sales & Service Personnel	0	0	0
14 Other Manual Workers	0	0	0
<b>Total</b>	<b>49</b>	<b>14</b>	<b>0</b>

**Table 9: Women**

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
01 Senior Managers	3	1	0
02 Middle & Other Managers	3	1	0
03 Professionals	19	12	0
04 Semi-Professionals & Technicians	1	0	0
05 Supervisors	0	0	0
06 Supervisors: Crafts & Trades	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0
08 Skilled Sales & Service Personnel	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0
10 Clerical Personnel	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0
12 Semi-Skilled Manual Workers	0	0	0
13 Other Sales & Service Personnel	0	0	0
14 Other Manual Workers	0	0	0
<b>Total</b>	<b>26</b>	<b>14</b>	<b>0</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Arup Canada Inc.</b>
<b>[Date: 2018-01-18]</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	82	0	0	0
04 Semi-Professionals & Technicians	13	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#
	1	0	0	0
	9	0	0	0
	33	1	0	0
	5	0	0	0
	0	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>49</b>	<b>1</b>	<b>0</b>	<b>0</b>

	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
	3	0	0	0
	3	0	0	0
	19	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
	01 Senior Managers	2	0	0	0	1	0	0	0	3	0	0
02 Middle & Other Managers	18	0	0	0	9	0	0	0	3	0	0	0
03 Professionals	82	0	0	0	33	0	0	0	19	0	0	0
04 Semi-Professionals & Technicians	13	0	0	0	5	0	0	0	1	0	0	0
05 Supervisors	1	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0	1	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Federal Contractors Program Achievement Report

### Part 2: Flow Data Analysis

**Arup Canada Inc.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	22

End Date of Flow Data		
YYYY	MM	DD
2017	12	31

#### Data from Form 4 - Employees Hired

#### Data from Form 5 - Employees Promoted

#### Data from Form 6 - Employees Terminated



**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	1	0	0	0	3	0	0	0
02 Middle & Other Managers	18	2	0	0	9	1	0	0	3	0	0	0
03 Professionals	82	29	0	0	33	16	0	0	19	6	0	0
04 Semi-Professionals & Technicians	13	2	0	0	5	3	0	0	1	0	0	0
05 Supervisors	1	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	1	0	0	1	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>126</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>6</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		All Employees										First/Previous Short-term Goals								
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected			2016-01-22	2016-01-22	Annually	Over 3 Years		2016	2019					
		YYYY-MM-DD	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2016-01-22	Annually	Over 3 Years	2016	2019							
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	5	-7.2%	0	66.7%	0	0	1	0.0%	0	0	0	0	27.4%	0	0	20.0%	20.0%		
02	Middle & Other Managers	4	109.9%	0	14.6%	0	0	3	0.0%	0	-1	0	38.9%	1	1	75.0%	75.0%			
03	Professionals	106	12.5%	0	14.8%	0	0	36	0.0%	0	-13	0	22.0%	13	13	34.0%	34.0%			
04	Semi-Professionals & Tech	13	19.2%	0	5.7%	0	0	2	0.0%	0	1	0	25.5%	-1	-1	15.4%	15.4%			
05	Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
06	Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	2	91.3%	0	0.0%	0	0	2	0.0%	0	0	0	80.1%	0	0	100.0%	100.0%			
08	Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#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	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
11	Intermediate Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#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!			
<b>Total</b>		<b>130</b>	<b>21.1%</b>	<b>0</b>	<b>14.4%</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>0.0%</b>	<b>0</b>	<b>-13</b>	<b>0</b>	<b>24.0%</b>	<b>13</b>	<b>13</b>	<b>33.8%</b>	<b>33.8%</b>			

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	4	0.0	5	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>4</b>		<b>5</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																				
		All Employees								Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-01-22	Annually	Over 3 Years	#	Annually	Over 3 Years	2016	2019	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	#	%	%	#	#	%	%		
01	Senior Managers	5	-7.2%		0	66.7%		0	0	0.0%	0	0	0	0	0	2.9%	0	0	0.0%	0.0%		
02	Middle & Other Managers	4	109.9%		0	14.6%		0	0	0.0%	0	0	0	0	0	2.2%	0	0	0.0%	0.0%		
03	Professionals	106	12.5%		0	14.8%		0	0	0.0%	0	1	0	0	0	1.3%	-1	-1	0.0%	0.0%		
04	Semi-Professionals & Tech	13	19.2%		0	5.7%		0	0	0.0%	0	0	0	0	0	1.2%	0	0	0.0%	0.0%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	2	91.3%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.8%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>130</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.4%</b>	<b>-2</b>	<b>-2</b>	<b>0.0%</b>	<b>0.0%</b>		

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	1	0.0	1	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>1</b>		<b>1</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-01-22	Annually	Over 3 Years	Years	2016	2019	%	%	%	%	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	9	51.4%	0	0	40.7%	0	0	0	0.0%	0	0	0	0	3.8%	0	0	0.0%	0.0%	
03	Professionals	106	12.5%	0	0	14.8%	0	0	0	0.0%	0	4	0	4.6%	-4	-5	0.0%	0.0%		
04	Semi-Professionals & Tech	13	19.2%	0	0	5.7%	0	0	0	0.0%	0	1	0	0.0%	-1	0	0.0%	0.0%		
05	Supervisors	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	3.4%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	2	91.3%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11	Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	3.9%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>130</b>	<b>21.1%</b>	<b>0</b>	<b>0</b>	<b>14.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>#REF!</b>	<b>0</b>	<b>#REF!</b>	<b>-5</b>	<b>#REF!</b>	<b>0.0%</b>	<b>0.0%</b>		

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	0.0	0	0.0	
03	Professionals	3	0.0	4	0.0	
04	Semi-Professionals & Tech	1	0.0	2	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>4</b>		<b>6</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-01-22	Annually	Over 3 Years	#	2016	2019	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	5	-7.2%		0	66.7%		0	0	0.0%	0	1	0	10.1%	-1	-1	0.0%	0.0%		
02	Middle & Other Managers	4	109.9%		0	14.6%		0	0	0.0%	0	1	0	15.0%	-1	-1	0.0%	0.0%		
03	Professionals	106	12.5%		0	14.8%		0	37	0.0%	0	-11	0	24.3%	11	11	34.9%	34.9%		
04	Semi-Professionals & Tech	13	19.2%		0	5.7%		0	5	0.0%	0	-2	0	26.3%	2	2	38.5%	38.5%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	2	91.3%		0	0.0%		0	1	0.0%	0	0	0	37.3%	0	0	50.0%	50.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#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!		
<b>Total</b>		<b>130</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>-12</b>	<b>0</b>	<b>23.9%</b>	<b>12</b>	<b>12</b>	<b>33.1%</b>	<b>33.1%</b>		

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	1	0.0	1	0.0	
02	Middle & Other Managers	0	0.0	1	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>1</b>		<b>2</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																			
		All Employees							Women												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		From - To								
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020	%	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%			
01	Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%	
02	Middle & Other Managers	37	109.9%	2.6%	3	14.6%	2.0%	2	5	7	2.0%	0	9	2	38.9%	38.9%	-7	-7	18.9%	22.5%	
03	Professionals	151	12.5%	6.9%	31	14.8%	4.0%	18	49	48	4.0%	6	1	11	23.4%	23.4%	13	10	31.8%	29.1%	
04	Semi-Professionals & Tech	22	19.2%	0.5%	0	5.7%	1.0%	1	1	2	1.0%	0	4	0	25.9%	25.9%	-4	-4	9.1%	9.1%	
05	Supervisors	1	0.0%		0	0.0%		0	0	1	0.0%	0	0	0	53.0%	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	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	14	91.3%		0	0.0%	1.0%	0	0	12	1.0%	0	-1	0	80.6%	1	1	85.7%	85.7%		
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	2	0.0%		0	0.0%		0	0	2	0.0%	0	-1	0	65.2%	1	1	100.0%	100.0%		
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!		
<b>Total</b>		<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>72</b>	<b>0.0%</b>	<b>0</b>	<b>-2</b>	<b>0</b>	<b>30.1%</b>	<b>2</b>	<b>2</b>	<b>31.2%</b>	<b>31.2%</b>		

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

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)		Women		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	27.4%		Outreach to women in professional associations and LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; building CRM to keep in touch with pass
02	Middle & Other Managers	38.9%		Outreach to women in professional associations and LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; building CRM to keep in touch with pass
03	Professionals	23.4%		Outreach to women in professional associations and LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; building CRM to keep in touch with pass
04	Semi-Professionals & Tech	25.9%		Outreach to women in LinkedIn groups. Revising job descriptions to include gender neutral language to attract more candidates; develop diversity outreach calendar through D&I team to continuously
05	Supervisors	0.0%		
06	Supervisors: Crafts & Trades	0.0%		
07	Administrative & Sr Clerical	0.0%		
08	Skilled Sales & Service	0.0%		
09	Skilled Crafts & Trades	0.0%		
10	Clerical Personnel	0.0%		
11	Intermediate Sales & Service	0.0%		
12	Semi-Skilled Manual	0.0%		
13	Other Sales & Service	0.0%		
14	Other Manual Workers	0.0%		
<b>Total</b>		<b>0.0%</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To		YYYY - YYYY								
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020	%	%	%	%	%	%		
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	0	0	0	2.9%	0	0	0.0%	0.0%		
02	Middle & Other Managers	37	109.9%	2.6%	3	14.6%	2.0%	2	5	0	2.0%	0	1	0	2.2%	-1	-1	0.0%	0.0%		
03	Professionals	151	12.5%	6.9%	31	14.8%	4.0%	18	49	1	4.0%	0	1	1	1.3%	-1	0	0.7%	1.1%		
04	Semi-Professionals & Tech	22	19.2%	5.0%	3	5.7%	1.0%	1	4	0	1.0%	0	0	0	1.4%	0	0	0.0%	0.0%		
05	Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	14	91.3%		0	0.0%	1.0%	0	0	0	1.0%	0	0	0	1.1%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.7%	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	#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!		
<b>Total</b>		<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1.5%</b>	<b>-2</b>	<b>-2</b>	<b>0.4%</b>	<b>0.4%</b>		

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0%		
02	Middle & Other Managers	2.2%		research on organizations and non-for profits specific to attracting aboriginal people; post on these sites and do further outreach
03	Professionals	1.3%		research on organizations and non-for profits specific to attracting aboriginal people; post on these sites and do further outreach
04	Semi-Professionals & Tech	0.0%		
05	Supervisors	0.0%		
06	Supervisors: Crafts & Trades	0.0%		
07	Administrative & Sr Clerical	0.0%		
08	Skilled Sales & Service	0.0%		
09	Skilled Crafts & Trades	0.0%		
10	Clerical Personnel	0.0%		
11	Intermediate Sales & Service	0.0%		
12	Semi-Skilled Manual	0.0%		
13	Other Sales & Service	0.0%		
14	Other Manual Workers	0.0%		
<b>Total</b>		<b>0.0%</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	2017	2020							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	41	51.4%		0	40.7%	10.0%	12	12	0	10.0%	0	2	1	4.3%	4.3%	-2	-1	0.0%	2.4%
03 Professionals	151	12.5%	2.6%	12	14.8%	2.0%	9	21	0	2.0%	0	6	1	3.8%	3.8%	-6	-5	0.0%	0.6%
04 Semi-Professionals & Tech	22	19.2%	6.9%	5	5.7%	4.0%	3	8	0	4.0%	0	1	0	4.6%	4.6%	-1	-1	0.0%	0.0%
05 Supervisors	1	0.0%	5.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0		13.9%	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	91.3%		0	0.0%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%	1.0%	0	0	0	1.0%	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	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		7.0%	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	#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!
<b>Total</b>	<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>9</b>	<b>0</b>		<b>4.0%</b>	<b>-9</b>	<b>-9</b>	<b>0.0%</b>	<b>0.0%</b>

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		4.3%			research on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
03 Professionals		3.8%			research on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
04 Semi-Professionals & Tech		4.6%			research on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
05 Supervisors		0.0%			
06 Supervisors: Crafts & Trades		0.0%			
07 Administrative & Sr Clerical		0.0%			
08 Skilled Sales & Service		0.0%			
09 Skilled Crafts & Trades		0.0%			
10 Clerical Personnel		0.0%			
11 Intermediate Sales & Service		0.0%			
12 Semi-Skilled Manual		0.0%			
13 Other Sales & Service		0.0%			
14 Other Manual Workers		0.0%			
<b>Total</b>		<b>0.0%</b>			



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-12-31	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	0	0	0	0	10.1%	0	0	0.0%	0.0%		
02	Middle & Other Managers	37	109.9%	2.6%	3	14.6%	2.0%	2	5	3	2.0%	0	3	1	15.0%	15.0%	-3	-2	8.1%	10.0%		
03	Professionals	151	12.5%	6.9%	31	14.8%	4.0%	18	49	64	4.0%	8	-11	0	24.8%	24.8%	27	11	42.4%	30.8%		
04	Semi-Professionals & Tech	22	19.2%	5.0%	3	5.7%	1.0%	1	4	5	1.0%	0	1	1	25.3%	25.3%	-1	0	22.7%	24.0%		
05	Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	45.8%	0	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	14	91.3%		0	0.0%	1.0%	0	0	2	1.0%	0	2	0	27.0%	27.0%	-2	-2	14.3%	14.3%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	1	0.0%	0	0	0	48.1%	0	0	0	50.0%	50.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>231</b>	<b>21.1%</b>		<b>0</b>	<b>14.4%</b>		<b>0</b>	<b>0</b>	<b>75</b>	<b>0.0%</b>	<b>0</b>	<b>-21</b>	<b>0</b>	<b>23.4%</b>	<b>21</b>	<b>21</b>	<b>32.5%</b>	<b>32.5%</b>			

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0%		
02	Middle & Other Managers	15.0%		Outreach to minorities in professional associations and LinkedIn groups; develop diversity outreach calendar through D&I team to continuously engage minorities in the workforce
03	Professionals	0.0%		
04	Semi-Professionals & Tech	25.3%		Outreach to minorities in professional associations and LinkedIn groups; develop diversity outreach calendar through D&I team to continuously engage minorities in the workforce
05	Supervisors	0.0%		
06	Supervisors: Crafts & Trades	0.0%		
07	Administrative & Sr Clerical	27.0%		Outreach to minorities in professional associations and LinkedIn groups; develop diversity outreach calendar through D&I team to continuously engage minorities in the workforce
08	Skilled Sales & Service	0.0%		
09	Skilled Crafts & Trades	0.0%		
10	Clerical Personnel	0.0%		
11	Intermediate Sales & Service	0.0%		
12	Semi-Skilled Manual	0.0%		
13	Other Sales & Service	0.0%		
14	Other Manual Workers	0.0%		
<b>Total</b>		<b>0.0%</b>		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
#	#	%	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#		
01 Senior Managers	2016	5	1	20.0	27.4	1	0	73.0																
	2017	4	0	0.0	27.4	1	-1	0.0	2	0	0.0	1	-1	1	0	0.0	0	0	3	1	33.3	1	0	
02 Middle & Other Managers	2016	4	3	75.0	38.9	2	1	192.8																
	2017	37	7	18.9	38.9	14	-7	48.6	18	1	5.6	7	-6	9	3	33.3	7	-4	3	1	33.3	2	-1	
03 Professionals	2016	106	36	34.0	22.0	23	13	154.4																
	2017	151	48	31.8	23.4	35	13	135.8	82	31	37.8	19	12	33	9	27.3	11	-2	19	12	63.2	6	6	
04 Semi-Professionals & Technicians	2016	13	2	15.4	25.5	3	-1	60.3																
	2017	22	2	9.1	25.9	6	-4	35.1	13	1	7.7	3	-2	5	1	20.0	1	0	1	0	0.0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2017	1	1	100.0	53.0	1	0	188.7	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	0	-1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	-1	0.0			0.3	0.0				0.0	0.0
02 Middle & Other Managers	2017	24	3	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	24	3	12.5			0.4	3213.4				0.0	0.0
03 Professionals	2017	96	28	29.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	96	28	29.2			0.2	12464.4				0.0	0.0
04 Semi-Professionals & Technicians	2017	17	2	11.8	4	50.0	0.0	0.0	5	40.0	0.0	0.0	
	2020	17	2	11.8			0.3	4542.4				0.0	0.0
05 Supervisors	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	1	1	100.0			0.0	0.0				0.0	0.0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0				0.0	0.0

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women									
		#	Representation	Availability	%	#	%	#	%	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
07 Administrative & Senior Clerical	2016	2	2	100.0	80.1	2	0	124.8																		
	2017	14	12	85.7	80.6	11	1	106.3	9	8	88.9	7	1	1	1	100.0	1	0	0	0	0	0.0	0	0	0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	2	2	100.0	65.2	1	1	153.4	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
07 Administrative & Senior Clerical	2017	10	9	90.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	10	9	90.0										
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
10 Clerical Personnel	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	1	100.0										
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires				Promotions				Terminations						
			Representation			Availability		Gap	EE Result		Women		Women		Women		Women		Women						
			#	#	%	#	%	#	%		#	%	#	%	#	%	#	%	#	%					
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	
Total	2016	130	44	33.8	24.0	31	13	141.0																	
	2017	231	72	31.2	30.1	70	2	103.6	126	43	34.1	38	5	49	14	28.6	17	-3	26	14	53.8	9	5		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			Women		Women				Women					
			Actual	Goal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0	0.0	
Total	2017	149	43	28.9	4	1075.0	0.0	0.0	5	860.0	0.0	0.0		
	2020	149	43	28.9			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce				Hires				Promotions				Terminations										
			Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples										
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
01 Senior Managers	2016	5	0	0.0	2.9	0	0	0.0																	
	2017	4	0	0.0	2.9	0	0	0.0	2	0	0.0	0	0	0	1	0	0.0	0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2016	4	0	0.0	2.2	0	0	0.0																	
	2017	37	0	0.0	2.2	1	-1	0.0	18	0	0.0	0	0	0	9	0	0.0	0	0	0	3	0	0.0	0	0
03 Professionals	2016	106	0	0.0	1.3	1	-1	0.0																	
	2017	151	1	0.7	1.3	2	-1	50.9	82	0	0.0	1	-1	33	1	3.0	0	1	19	0	0.0	0	0	0	
04 Semi-Professionals & Technicians	2016	13	0	0.0	1.2	0	0	0.0																	
	2017	22	0	0.0	1.4	0	0	0.0	13	0	0.0	0	0	5	0	0.0	0	0	1	0	0.0	0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	1	0	0.0	1.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Aboriginal Peoples	Short-term Goals				Long-term Goals					
				Aboriginal Peoples				Aboriginal Peoples					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	%	#	%	%	%	#	%	%	%		
01 Senior Managers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0									
02 Middle & Other Managers	2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	24	0	0.0									
03 Professionals	2017	96	1	1.0	1	100.0	0.0	0.0	1	100.0	0.0	0.0	
	2020	96	1	1.0			0.0	8012.8			0.0	0.0	
04 Semi-Professionals & Technicians	2017	17	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	17	0	0.0									
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	1	0	0.0									
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0									

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce						Hires				Promotions				Terminations								
			Aboriginal Peoples						Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2016	2	0	0.0	0.8	0	0	0.0																	
	2017	14	0	0.0	1.1	0	0	0.0	9	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	2	0	0.0	0.7	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Aboriginal Peoples	Short-term Goals				Long-term Goals					
				Aboriginal Peoples				Aboriginal Peoples					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	%	%	%	%	%	%	%				
07 Administrative & Senior Clerical	2017	10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	10	0	0.0									
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0									
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0									
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	1	0	0.0									
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0									
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0									

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce				Hires				Promotions				Terminations											
			Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples											
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
Total	2016	130	0	0.0	1.4	2	0	-2	0.0																	
	2017	231	1	0.4	1.5	3	0	-2	28.9	126	0	0.0	2	-2	49	1	2.0	0	1	26	0	0.0	0	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Flow Data		Short-term Goals				Long-term Goals				
			Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2017	149	1	0.7	1	100.0	0.0	0.0	1	100.0	0.0	0.0	
	2020	149	1	0.7			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions				All Employees	Terminations				
			Persons with Disabilities								Persons with Disabilities					Persons with Disabilities									
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
01 & 02 Managers	2016	9	0	0.0	4.3	0	0	0.0																	
	2017	41	0	0.0	4.3	2	-2	0.0	20	0	0.0	1	-1	10	0	0.0	0	0	0	6	0	0.0	0	0	0
03 Professionals	2016	106	0	0.0	3.8	4	-4	0.0																	
	2017	151	0	0.0	3.8	6	-6	0.0	82	0	0.0	3	-3	33	0	0.0	0	0	0	19	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2016	13	0	0.0	4.6	1	-1	0.0																	
	2017	22	0	0.0	4.6	1	-1	0.0	13	0	0.0	1	-1	5	0	0.0	0	0	0	1	0	0.0	0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	1	0	0.0	13.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
01 & 02 Managers	2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	24	0	0.0			0.0	0.0			0.00	0.0		
03 Professionals	2017	96	0	0.0	3	0.0	0.0	0.0	4	0.0	0.00	0.0		
	2020	96	0	0.0			0.0	0.0			0.00	0.0		
04 Semi-Professionals & Technicians	2017	17	0	0.0	1	0.0	0.0	0.0	2	0.0	0.00	0.0		
	2020	17	0	0.0			0.0	0.0			0.00	0.0		
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	1	0	0.0			0.0	0.0			0.00	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	0	0	0.0			0.0	0.0			0.00	0.0		

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions				All Employees	Terminations				
			Persons with Disabilities								Persons with Disabilities					Persons with Disabilities									
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual		Expected	Difference	Actual	Expected		Difference				
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2016	2	0	0.0	3.4	0	0	0.0																	
	2017	14	0	0.0	3.4	0	0	0.0	9	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0	0	0.0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	2	0	0.0	7.0	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals						
				Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
				#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2017	10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	10	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
Total	2016	130	0	0.0	3.9	5	-5	0.0																	
	2017	231	0	0.0	4.0	9	-9	0.0	126	0	0.0	5	-5	49	0	0.0	0	0	0	26	0	0.0	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals					
				Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2017	149	0	0.0	4	0.0	0.0	0.0	6	0.0	0.0	0.0	
	2020	149	0	0.0			0.0	0.0			0.0	0.0	



**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions					All Employees	Terminations				
			Visible Minorities				Gap	EE Result	Visible Minorities			Expected	Difference	Visible Minorities			Visible Minorities									
			Representation	Availability	%				Actual		%			%		Actual	%	Expected	Difference	Actual		%	Expected	Difference	Actual	%
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	5	0	0.0	10.1	1	-1	0.0																		
	2017	4	0	0.0	10.1	0	0	0.0	2	0	0.0	0	0	1	0	0.0	0	0	3	0	0.0	0	0	0	0	
02 Middle & Other Managers	2016	4	0	0.0	15.0	1	-1	0.0																		
	2017	37	3	8.1	15.0	6	-3	54.1	18	2	11.1	3	-1	9	1	11.1	0	1	3	0	0.0	0	0	0	0	
03 Professionals	2016	106	37	34.9	24.3	26	11	143.6																		
	2017	151	64	42.4	24.8	37	27	170.9	82	29	35.4	20	9	33	16	48.5	12	4	19	6	31.6	7	-1			
04 Semi-Professionals & Technicians	2016	13	5	38.5	26.3	3	2	146.2																		
	2017	22	5	22.7	25.3	6	-1	89.8	13	2	15.4	3	-1	5	3	60.0	2	1	1	0	0.0	0	0	0		
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	1	0	0.0	45.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	0	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2020	0	0	0.0										
02 Middle & Other Managers	2017	24	3	12.5	0	0.0	0.0	0.0	1	300.0	0.0	0.0		
	2020	24	3	12.5				0.2	8333.3					
03 Professionals	2017	96	39	40.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	96	39	40.6				0.0	0.0					
04 Semi-Professionals & Technicians	2017	17	5	29.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	17	5	29.4				0.3	11625.2					
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0				0.0	0.0					
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0				0.0	0.0					



**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions					Terminations						
		All Employees	Visible Minorities				Gap			EE Result	All Employees	Visible Minorities			Difference			All Employees	Visible Minorities			Difference			
		#	#	%	Availability	#	#	%	%	#	%	%	%	#	%	%	#	%	%	#	%	%	#	%	%
07 Administrative & Senior Clerical	2016	2	1	50.0	37.3	1	0	134.0																	
	2017	14	2	14.3	27.0	4	-2	52.9	9	1	11.1	2	-1	1	0	0.0	1	-1	0	0	0.0	0	0	0.0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	2	1	50.0	48.1	1	0	104.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities						
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
07 Administrative & Senior Clerical	2017	10	1	10.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	10	1	10.0		0.3	3703.7							
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0										
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										

**Federal Contractors Program Achievement Report**

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

**Arup Canada Inc.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0
Total	2016	130	43	33.1	23.9	31	12	138.4																	
	2017	231	75	32.5	23.4	54	21	138.8	126	34	27.0	29	5	49	20	40.8	16	4	26	6	23.1	9	-3		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2017	149	48	32.2	1	4800.0	0.0	0.0	2	2400.0	0.0	0.0	
	2020	149	48	32.2			0.0	0.0			0.0	0.0	

**Pages 1026 to / à 1028  
are duplicates  
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**Federal Contractors Program  
Report of the Subsequent Compliance Assessment**

**Employer Name:** Arup Canada Inc.

**Primary Location:** Toronto, Ontario

**Number of Employees:** 231

Ontario – 186 employees

Quebec – 27 employees

Newfoundland and Labrador – 15 employees

Alberta – 3 employees

**Organization Overview:**

NAICS 5413: Architectural, engineering and related services.

Arup Canada Inc. is a firm of designers, architects, engineers, consultants and technical specialists in the built environment.

**Key Dates – First Year Assessment**

Initiated: 2014-10-17 (Extension granted until 2015-07-15)  
 Received: 2015-04-15  
 Closed: 2016-02-03  
 WFA: 2016-01-22

**Key Dates – Subsequent Assessment**

Initiated: 2017-11-03  
 Received: 2018-05-18  
 WFA: 2017-12-31

**DATA VERIFICATION**

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

Yes  No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

## ASSESSMENT OF REASONABLE PROGRESS

The organization set their previous goals in hard number format and not in percentages.

### Women

4.	Semi-Professionals & Technicians	Goal met (50%)
----	----------------------------------	----------------

#### Assessment/Observations

- EEOG 04: There were 18 new entrants, of which two were women. The short term goal that had been set for this EEOG was four women. Therefore, with two new entrants that were women, this goal has been met at 50%. This represents a hiring rate of 11.1% which remains below the labour market availability of 25.5%. A hiring rate equal to availability would have seen four women hired.

### Aboriginal Peoples

3.	Professionals	Goal met (100%)
----	---------------	-----------------

#### Assessment/Observations

- EEOG 03: There were 115 new entrants, and one was Aboriginal. The short term goal that had been set for this EEOG was one Aboriginal person. Therefore this goal has been met at 100%. Note that this represents a hiring rate that equals the labour market availability of 1.3%.

### Persons with Disabilities

3.	Professionals	Goal not met (0%)
4.	Semi-Professionals & Technicians	Goal not met (0%)

#### Assessment/Observations

- EEOG 03: There were 115 new entrants, and none were persons with disabilities. Considering the labour market availability of 3.8%, there should have been at least four persons with disabilities hired.
- EEOG 04: There were 18 new entrants, and none were persons with disabilities. This is to be expected given the labour market availability of 4.6%.

### Members of Visible Minorities

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal not set

#### Assessment/Observations

- EEOG 01: There were three new entrants, and none were members of visible minorities. This is below the short term goal that had been set for this EEOG of one person that self-identified as a member of a visible minority. Note, however, that the gap in this EEOG was closed due to a reduction of employees within the occupational group.

- EEOG 02: There were 27 new entrants, and three self-identified as members of visible minorities. This represents a hiring rate of 11.1%, which is below the labour market availability of 15.0% for this EEOG. However, no short-term goal had been initially set at the initial assessment.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

Of the five goals that the organization had set during their first compliance assessment, two have been met and three have not.

In one area (persons with disabilities in EEOG 04), there were insufficient hires to reasonably expect that the goal would be met.

In the case of members of visible minorities in EEOG 01, the gap was closed since the last assessment rendering the goal no longer necessary.

In sum, four of the five goals can be considered met or, in cases where the goal was not met, partially explained.

It is important to note that this assessment covers only two years, from January 22, 2016; to December 31, 2017. Since the organization has demonstrated some progress in meeting its goals, it is reasonable to suggest that additional progress may have been made should the organization have had a full three years to meet its goals.

#### ASSESSMENT OF SHORT-TERM GOALS

For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.

All short-term goals were set as a percentage.

In addition to setting goals where a gap was uncovered, the organization has set goals in areas with growth is projected. This is the case for women in EEOG 03 Professionals where a goal of 23.4% (matching labour market availability) was set despite the absence of a gap.

In order to meet its goals for women and members of visible minorities, the organization proposes to increase their outreach in professional associations and LinkedIn groups; revising job descriptions to include gender neutral language; and, develop a diversity outreach calendar through the diversity and inclusion team to continuously engage with these designated group members.

With respect to Aboriginal people and persons with disabilities, the organization proposes to close their gaps by researching sites specific to attracting Aboriginal peoples and persons with disabilities and posting on these sites while doing further outreach.

#### 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:

- We note and commend the organization for proposing to increase their outreach efforts to reach designated group candidates. Given that Arup Canada Inc. has a number of small gaps for all four designated groups, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these four groups. Guidance on the conduct of an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)

**Name of Analyst: Marie-Josée Lemery**

**Date: May 28, 2018**

## Yakibonge, Ntambwe Maurice N [NC]

---

**From:** Lemery, Marie-Josée M [NC] on behalf of EE-EME  
**Sent:** June 8, 2018 11:44 AM  
**To:** 'andrew.mcalpine@arup.com'  
**Cc:** 'Martha.Vasquez@arup.com'  
**Subject:** Government of Canada Agreement Number: 060256 – Notification of Compliance with the Federal Contractors Program

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

Dear Andrew McAlpine:

I am writing to inform you that the subsequent compliance assessment initiated on November 3, 2017, has been completed. As a result of the assessment, Arup Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

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

- We note and commend the organization for proposing to increase their outreach efforts to reach designated group candidates. Given that Arup Canada Inc. has a number of small gaps for all four designated groups, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these four groups. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on November 3, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any 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 over the three year period reasonable progress has not been made, Arup Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and



- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS) which can assist you in generating your workforce data and analysis.

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

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

Sincerely,

Workplace Equity Team

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



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

**From:** Fortin, Sylvie SY [NC] <sylvie.g.fortin@labour-travail.gc.ca>  
**Sent:** May 18, 2018 3:02 PM  
**To:** 'Martha Vasquez' <Martha.Vasquez@arup.com>  
**Cc:** Lemery, Marie-Josée M [NC] <mariejosee.lemery@labour-travail.gc.ca>  
**Subject:** FW: Submission of your Compliance Assessment Information

Good day Ms. Vasquez,

For the subsequent assessment, you also have to provide the current workforce **Detailed Report and Forms 1 to 6** covering your workforce data at the national level. Can you please send the forms by email to my colleague, Marie-Josée Lemery, who will be in charge to review your documentation.

if you have questions or concerns, please send an email to [mariejosee.lemery@labour-travail.gc.ca](mailto:mariejosee.lemery@labour-travail.gc.ca) or by phone at 819-654-3388.

Have a great week end.

**Sylvie Fortin**

Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Sylvie.g.fortin@labour-travail.gc.ca](mailto:Sylvie.g.fortin@labour-travail.gc.ca) / Tél. : 819-654-4324

Labour Program  
Employment and Social Development Canada / Government of Canada  
[Sylvie.g.fortin@labour-travail.gc.ca](mailto:Sylvie.g.fortin@labour-travail.gc.ca) / Tél. : 819-654-4324



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

**From:** Martha Vasquez [mailto:Martha.Vasquez@arup.com]  
**Sent:** 18 mai 2018 10:19  
**To:** Fortin, Sylvie SY [NC]  
**Subject:** RE: Submission of your Compliance Assessment Information

Hi Sylvie,

Attached is the workforce analysis summary report and the achievement report. It was not easy filling out the spreadsheet with achievement goals so I would appreciate if you can review to see that we did this correctly.

Thank you,

Martha

**From:** Martha Vasquez  
**Sent:** Tuesday, May 15, 2018 6:03 PM  
**To:** 'sylvie.g.fortin@labour-travail.gc.ca' <sylvie.g.fortin@labour-travail.gc.ca>  
**Subject:** RE: Submission of your Compliance Assessment Information

Hi Sylvie, yes, we are working on setting the goals in the achievement report and will send this to you by end of this week.

Regards,  
Martha

**From:** [sylvie.g.fortin@labour-travail.gc.ca](mailto:sylvie.g.fortin@labour-travail.gc.ca) [<mailto:sylvie.g.fortin@labour-travail.gc.ca>]  
**Sent:** Tuesday, May 15, 2018 10:34 AM  
**To:** Martha Vasquez <[Martha.Vasquez@arup.com](mailto:Martha.Vasquez@arup.com)>  
**Subject:** Submission of your Compliance Assessment Information

Good morning Martha,

This is a reminder for you to send your subsequent Assessment. We would greatly appreciate to have your documents by the end of this week.

Regards.

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)

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



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

**From:** Martha Vasquez <Martha.Vasquez@arup.com>  
**Sent:** May 23, 2018 1:04 PM  
**To:** Lemery, Marie-Josée M [NC] <mariejosee.lemery@labour-travail.gc.ca>  
**Subject:** Arup Canada Inc - Achievement Report V2 (003).xlsx

Thank you for your assistance.

Regards,  
Martha

Martha Vasquez  
Associate | Head of Total Rewards, Americas Region

Arup  
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