Labour Program Federal Contractors Program

Emploi et Employment and Emploi et Social Development Canada Dévelopment social Canada OFFICIAL USE ONLY Agreement N :

s.19(1)

s.24(1)

# Agreement to Implement Employment Equity

☑ New Agreement		BEST A	AVAILABI	E COPY
Revised Agreement				
Tivenson valueum				
	GANIZATION			
		Parent company is it	cated outside	: Carrede
egsi Name of Organization rup_ Canada Inc.				
Inb Assaca ****			Yes	LL No
perating Name (it different from Legal Name of Organization)		Producement Busin	ess Number	
****				
		Total number of and		<sup>1808</sup> 95
28872	Pols N <sup>o</sup>	TA BOOL WALL APROPER	Morre MAICS	Code Number please
rganization's North American Industry Classification System (NAICS)	200011	Visit: Nitro/Awww.ote	cen, gc.08/90	bjects-sujets/stand0rd+
(41,330		norme/nates-scian/2	UUL/Nexco-ec	enva-ong.nun
				·····
ofiscial use only (if information above is incorrect)				
Producement Business Number Tousiness Tousiness	er of employees in Care		yrgenizalion)	NAICS Code No
	HEAD OFFICE			
Address (Building number, Street, Bulle, 814.)	Ç2V		Province	Postal Code
Bloor Street East, Suite 2400	Toronto		QN	MAN 1A8
	Tolephone Numb	rot	Fax Numbe	
	+1-416-515	-0915	+1-416=	515-1635
EMPLOYN	IENT EQUITY CON	ITAU		
Nume (ent)	7.00			
Paula Balfoott	E-mail Address	urces Manager		
Telephone Number		cort@arup.com		
+1+416-515-0915				
	ERTIFICATION			
The above-remed organization:				
* having a combined workforce of 100 or more permenant fi	all-time, permanent po	art-time and temporal	y employee	a having worked
10 voicins or recreits Canada, AND				
<ul> <li>intending to bid on, or being in receipt of, a federal govern</li> </ul>	ment goods or sorvio	es contract, standing	offer or con	Maccinopago Augera
Supply Arrangement, valued at \$1,000,000 or more (included)	ang sopration		and the country	at the never constitute
Hereby certifies its commitment to implement or maintain empirical transfer, in keeping with the Federal Contractors Program	loyment equity on an realizamente Sarmo	on-going casis, cays religionation on ho	o to implem	ent employment equity
instrument, in keeping with the repeals Conteauties i register please refer to: <u>http://www.esstc.oc.ce/engliabour/equ</u> elity/ico/	odex abtor			
			lian an tha r	uset of the Areanization
Important note: If an audit of the Agreement to Implement El the procurement instrument(s) with the Government of Canad		Overs illisichicacine	uon on un p	2001 OF 1010 At 2001 House 11
THE MANAGEMENT OF STREET STREET, STREET STREET, STREET				
	SIGNATORY			
NOTE: The algnatory must be the Chief Executive Officer Of	an authorized perso	n in an executive por	ition with le	gal authority to sign a
contract on behalf of the organization.			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Name (print)	700			
ANDREW MOREPINE	PRINCIPAL			
Telephane Number	E-mail Address		ro.	
416-515-0915		alpine@arup.co		
	Date			
	10/09/201	3		
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RET	JRN INSTRUCTIO	¥\$		
RETI	URN INSTRUCTIO	*\$		



Emploi et Développement social Canada

## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **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) <u>Due to restructuring of roles within the HR organization, the communications regarding this assessment were not received by the appropriate parties. Compliance assessements 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.</u>

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

C:					
Signature:					



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.

#### Maurice Yakibonge

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



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

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, 9th Floor Edison NJ 08887 USA

t: +1 732 623 7463 d: +1 732 623 7463 m: +1 732 882 3630 www.arup.com

Explore innovation in the built environment on <u>Doggerel</u>

From: 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>

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 <u>Authorization Form</u>. Please submit the signed form to <u>eeeme@hrsdc-rhdcc.gc.ca</u>.

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 <u>Workplace Equity Information Management System</u> (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

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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

# 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)

	1	Province				Cens	us 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
Total Employees in C	anada			231	Total Emplo	yees in Canada	•		23
Total Employees in C	anada			231	Total Emplo	yees in Canada	•		



Employment and Social Emploi et Développement Development Canada social Canada

### Arup Canada Inc. (certificate # 060256)

## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group			All Employee:			original Peor			ons with Disa			s of Visible N	
Salary Range Col. 1	QTR	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
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4										
	Total	4	4										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	36	29	7							3	3	
	Total	36	29	7							3	3	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	151	103	48	1		1				64	42	22
	Total	151	103	48	1		1				64	42	22
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	22	20	2							5	4	1
	Total	22	20	2							5	4	1

Page 1 of 3 Canada

Employment and Social Emploi et Développement
Development Canada social Canada

## Arup Canada Inc. (certificate # 060256)

## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group		,	All Employee	S	Ab	original Peo <sub>l</sub>	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	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
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	2	12							2		2
	Total	14	2	12							2		2
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							1		1
	Total	2		2							1		1
Total Number of Employees		230	158	72	1		1				75	49	26

Canada

#### Form 2 B

#### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

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

Occupational Group			All Employee:	S	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										

Canada

Employment and Social Emploi et Développement Development Canada social Canada

### Arup Canada Inc. (certificate # 060256)

#### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	230	158	72	1		1				75	49	26
Total Number of Employees	230	158	72	1		1				75	49	26

Canadä

#### Form 3 B

### Arup Canada Inc. (certificate # 060256)

#### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	1	1										
Total Number of Employees	1	1										

Canada

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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									
Total Number of Employees Hired	126	83	43							34	22	12

Canada

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported or	nly in the occup	oational groups	in which or to	which they have	e been last pro	moted.)
Occupational Group		All Employees		Al	ooriginal Peopl	es	Pers	sons with Disat	oilities	Membe	rs of Visible Mi	norities
Occupational Group	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
	COI. 1	C01. 2	001. 3	COI. 4	COI. 3	C01. 0	C01. 7	C01. 0	C01. 9	COI. 10	C01. 11	COI. 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									
Total Number of Employees Promoted	49	35	14	1		1				20	14	6
Total Number of Promotions	49	35	14	1		1				20	14	6

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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										
Total Number of Employees Terminated	26	12	14							6		6

## **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### Women

				Women					
mployment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability	Gap	Recruitment Area	
		#	#	%	%	#	#		
: Senior Managers	National	4	0	0.0 %	27.4 %	1	-1	National	
: Middle and Other Managers	National	37	7	18.9 %	38.9 %	14	-7	National	
: Professionals		151	48	31.8 %	23.4 %	35	13		
11 : Financial auditors and accountants	National	2	2	100.0 %	55.1 %	1	1	National	
12 : Financial and investment analysts	National	2	2	100.0 %	50.1 %	1	1	National	
21 : Human resources professionals	National	3	1	33.3 %	71.1 %	2	-1	National	
23 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.4 %	2	1	National	
13 : Geoscientists and oceanographers	National	1	0	0.0 %	22.4 %	0	0	National	
31 : Civil engineers	National	52	18	34.6 %	15.3 %	8	10	National	
32 : Mechanical engineers	National	15	3	20.0 %	9.0 %	1	2	National	
33 : Electrical and electronics engineers	National	10	2	20.0 %	11.3 %	1	1	National	
41 : Industrial and manufacturing engineers	National	1	0	0.0 %	17.0 %	0	0	National	
44 : Geological engineers	National	11	3	27.3 %	15.9 %	2	1	National	
47 : Computer engineers (except software engineers and designers)	National	6	2	33.3 %	12.6 %	1	1	National	
48 : Other professional engineers, n.e.c.	National	6	2	33.3 %	15.8 %	1	1	National	
51 : Architects	National	6	1	16.7 %	28.9 %	2	-1	National	
53 : Urban and land use planners	National	25	8	32.0 %	42.2 %	11	-3	National	
71 : Information systems analysts and consultants	National	7	0	0.0 %	28.3 %	2	-2	National	
63 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	50.7 %	1	0	National	
: Semi-Professionals and Technicians		22	2	9.1 %	25.9 %	6	-4		
53 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	17.9 %	0	0	Newfoundland and	
53 : Drafting technologists and technicians	Ontario	17	1	5.9 %	26.4 %	4	-3	Ontario	
53 : Drafting technologists and technicians	Québec	3	1	33.3 %	30.9 %	1	0	Québec	
74 : Engineer officers, water transport	Ontario	1	0	0.0 %	9.7 %	0	0	Ontario	



### **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### Women

Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area	
		#	#	%	%	#	#		
05 : Supervisors		1	1	100.0 %	53.0 %	1	0		
Employment Equity Occupational Group	Toronto	1	1	100.0 %	53.0 %	1	0	Toronto	
7 : Administrative and Senior Clerical Personnel		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	
0 : Clerical Personnel		2	2	100.0 %	65.2 %	1	1		
Employment Equity Occupational Group	Toronto	2	2	100.0 %	65.2 %	1	1	Toronto	
		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



## **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Repres	entation %	Availa %	ability #	Gap #	Recruitment Area
01 : Senior Managers	National	4	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	37	0	0.0 %	2.2 %	1	-1	National
03 : Professionals	, and a second	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
04 : Semi-Professionals and Technicians		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
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



### **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		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
10 : Clerical Personnel		2	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.7 %	0	0	Toronto
Total		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



## **Workforce Analysis - Detailed Report**

Date: 2017-12-31

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

			Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ability	Gap	Recruitment Area		
		#	#	%	%	#	#			
01 : Senior Managers	National	4	0	0.0 %	10.1 %	0	0	National		
02 : Middle and Other Managers	National	37	3	8.1 %	15.0 %	6	-3	National		
03 : Professionals		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		
121 : Human resources professionals	National	3	3	100.0 %	14.1 %	0	3	National		
123 : 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		
151 : 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		
1163: Business development officers and marketing researchers and consultants	National	1	0	0.0 %	21.9 %	0	0	National		
4 : Semi-Professionals and Technicians		22	5	22.7 %	25.3 %	6	-1			
253 : Drafting technologists and technicians	Newfoundland and Labrador	1	1	100.0 %	0.0 %	0	1	Newfoundland and		
253 : Drafting technologists and technicians	Ontario	17	4	23.5 %	30.2 %	5	-1	Ontario		
253 : 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		



### **Workforce Analysis - Detailed Report**

Date: 2017-12-31

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

Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		1	0	0.0 %	45.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		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
10 : Clerical Personnel		2	1	50.0 %	48.1 %	1	0	
Employment Equity Occupational Group	Toronto	2	1	50.0 %	48.1 %	1	0	Toronto
Total		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



### **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### **Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
Total		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	СМА
07 : Administrative and Senior Clerical Personnel	EEOG	СМА
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 are duplicates sont des duplicatas 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.

#### Maurice Yakibonge

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



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

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, 9th Floor Edison NJ 08887 USA

t: +1 732 623 7463 d: +1 732 623 7463 m: +1 732 882 3630 www.arup.com

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From: 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>

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 <u>Authorization Form</u>. Please submit the signed form to <u>eeeme@hrsdc-rhdcc.gc.ca</u>.

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 <u>Workplace Equity Information Management System</u> (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

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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

# 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)

	ĺ	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			
Total Employees in C	anada			231	Total Emplo	yees in Canada	•		231			



Employment and Social Emploi et Développement Development Canada social Canada

## Arup Canada Inc. (certificate # 060256)

## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group			All Employee:		Aboriginal Peoples				ns with Disa		Members of Visible Minorities		
Salary Range Col. 1	QTR	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
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4										
	Total	4	4										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	36	29	7							3	3	
	Total	36	29	7							3	3	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	151	103	48	1		1				64	42	22
	Total	151	103	48	1		1				64	42	22
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	22	20	2							5	4	1
	Total	22	20	2							5	4	1

Page 1 of 3 Canada

Employment and Social Emploi et Développement Development Canada social Canada

## Arup Canada Inc. (certificate # 060256)

## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group			All Employee	s	Ab	original Peo	ples	Perso	ns with Disa	bilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	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
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	2	12							2		2
	Total	14	2	12							2		2
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							1		1
	Total	2		2							1		1
Total Number of Employees		230	158	72	1		1				75	49	26

Canada

Employment and Social Emploi et Développement Development Canada social Canada

#### Arup Canada Inc. (certificate # 060256)

#### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

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

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

Canada

#### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	230	158	72	1		1				75	49	26
Total Number of Employees	230	158	72	1		1				75	49	26



Form 3 B

#### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	1	1										
Total Number of Employees	1	1										



## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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									
Total Number of Employees Hired	126	83	43							34	22	12



## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported or	ly in the occup	oational groups	in which or to	which they have	e been last pro	moted.)
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	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									
Total Number of Employees Promoted	49	35	14	1		1				20	14	6
Total Number of Promotions	49	35	14	1		1				20	14	6



## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

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

	All Employees			Aboriginal Peoples			Pers	ons with Disab	oilities	Members of Visible Minorities		
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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										
Total Number of Employees Terminated	26	12	14							6		6

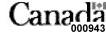
Canadä

### **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### Women

					Women				
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	lability	Gap	Recruitment Area	
		#	#	%	%	#	#		
01 : Senior Managers	National	4	0	0.0 %	27.4 %	1	-1	National	
02 : Middle and Other Managers	National	37	7	18.9 %	38.9 %	14	-7	National	
03 : Professionals		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	
04 : Semi-Professionals and Technicians		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	
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	



# **Workforce Analysis - Detailed Report**

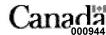
Date: 2017-12-31

#### Women

			Women					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		1	1	100.0 %	53.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	53.0 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		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
10 : Clerical Personnel		2	2	100.0 %	65.2 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	65.2 %	1	1	Toronto
Total		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

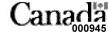


# **Workforce Analysis - Detailed Report**

Date: 2017-12-31

### **Aboriginal Peoples**

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	•	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	4	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	37	0	0.0 %	2.2 %	1	-1	National
03 : Professionals		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
1163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
4 : Semi-Professionals and Technicians		22	0	0.0 %	1.4 %	0	0	
253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and
253 : 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



# **Workforce Analysis - Detailed Report**

Date: 2017-12-31

#### **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		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
10 : Clerical Personnel		2	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.7 %	0	0	Toronto
		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

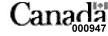


# **Workforce Analysis - Detailed Report**

Date: 2017-12-31

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

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



# **Workforce Analysis - Detailed Report**

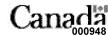
Date: 2017-12-31

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

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		1	0	0.0 %	45.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		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
10 : Clerical Personnel		2	1	50.0 %	48.1 %	1	0	
Employment Equity Occupational Group	Toronto	2	1	50.0 %	48.1 %	1	0	Toronto
Total		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



# **Workforce Analysis - Detailed Report**

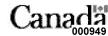
Date: 2017-12-31

#### **Persons with Disabilities**

	Persons with Disabilities							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
Total		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

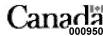


# **Workforce Analysis - Detailed Report**

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



# **Workforce Analysis - Summary Report**

Date: 2017-12-31

#### Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	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
Total	231	72	31.2 %	30.1 %	69	3



# **Workforce Analysis - Summary Report**

Date: 2017-12-31

#### **Aboriginal Peoples**

	Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	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		
Total	231	1	0.5 %	1.5 %	3	-2		



# **Workforce Analysis - Summary Report**

Date: 2017-12-31

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

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	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	
Total	231	75	32.5 %	23.4 %	54	21	



# **Workforce Analysis - Summary Report**

Date: 2017-12-31

#### Persons with Disabilities

	Persons with Disabilit						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
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	
Total	231	0	0.0 %	4.0 %	9	-9	



# **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

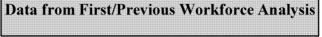
Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical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



Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]



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

Data from Fir	st/Previous Workf	orce Analysis
YYYY	MM	DD
2016	01	22

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2017	12	31

		r	Гable 1: Women		
		First/Previous Workforce Analysis			
Emal	extment Equity Occupational Cycup (EEOC)	All Employees	Women		
շար	oyment Equity Occupational Group (EEOG)		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	
Total		130	44	24.0	

Table 5: Women Subsequent/Current Workforce Analysis			
	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	
2	2	65.20	
0	0	0.00	
0	0	0.00	
0	0	0.00	
0	0	0.00	
231	72	30.1	

* Source:			
2011 Nati	onal Househo	old Survey	

\* Source: 2011 National Household Survey

Part 1: Workforce Analysis

**Arup Canada Inc.**[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from Su	ıbsequent/Curre Analysis	nt Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	01	22

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2017	12	31

		Table 2: Aboriginal Peoples First/Previous Workforce Analysis			
F (FFOC)		All Employees	Aboriginal Peoples		
շախ	oyment Equity Occupational Group (EEOG)		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	
Γotal		130	0	1.4	

Table 6: Aboriginal Peoples		
Subsequent/Current Workforce Analysis		
All Employees	Aborigina	l 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
2	0	0.70
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
231	1	1.5

* Source:	
2011 National Household Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]

# Data from First/Previous Workforce Analysis

Data from Su	bsequent/Curro Analysis	ent Workforce
$\downarrow$	$\downarrow$	$\downarrow$

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	01	22

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2017	12	31

		Table 3: Me	embers of Visible	e Minorities
		First/Pr	evious Workforce /	Analysis
Emple	oyment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities	
բարռ	by ment Equity Occupational Group (EEOG)		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
Total	•	130	43	23.9

Table 7: Members of Visible Minorities		
Subsequent/Current Workforce Analysis		
All Employees	Members of Visi	ible 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
2	1	48.10
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
231	75	23.4

* Source:	
2011 National Household Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]

# Data from First/Previous Workforce Analysis

Data from Si	ubsequent/Curro Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

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

2017	12	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

			Persons with Di	
F1-	amont Faulty Occupational Cooper (FFOC)	All Employees	Persons with	n Disabilities
Embio	yment Equity Occupational Group (EEOG)		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						
231	0	4.0						

* Source:					
2012 Canad	dian Survey	on Dis	ability		

* Source:				
2012 Canad	lian Surve	y on Disal	oility	

### Part 2: Flow Data Analysis

Arup Canada Inc.

[Date: 2018-01-18]

Start	Date of Flow	Data
YYYY	MM	DD
2016	01	22

End I	Date of Flow	Data
YYYY	MM	DD
2017	12	31

# **Data from Form 4 - Employees** Hired

Table 1: Women

																																				1				
																										۱														

**Data from Form 6 - Employees** Terminated

Table 9: Women

		i abie i:	women	
	Full-time /	National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	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
Total	126	43	0	0

Full-time /	National	Part-time / Nationa								
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							
49	14	0	0							

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
26	14	0	0

### Part 2: Flow Data Analysis

Arup Canada Inc.

[Date: 2018-01-18]

Start	Date of Flov	Data
YYYY	MM	DD
2016	01	22

2017	12	31
YYYY	MM	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired

Table 2: Aboriginal Peoples

Data from Form 5 - Employees Promoted Data from Form 6 - Employees
Terminated

		Table 2: Aboriginal Peoples			pies
Employment Equity Occupational Group (EEOG)		Full-time / National		Part-time / National	
		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	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
Tot	al	126	0	0	0

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	
49	1	0	0	

Table 10: Aboriginal Peoples				
Full-time	/ National	Part-time	/ National	
All Aborigina Employees Peoples Terminated Terminate		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	
26	0	0	0	

### Part 2: Flow Data Analysis

Arup Canada Inc.

[Date: 2018-01-18]

Start	Date of Flov	Data
YYYY	MM	DD
2016	01	22

2017	12.	31
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted Data from Form 6 - Employees
Terminated

Table 3: Persons with Disability				bilities	
	Full-time	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	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	o	
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	o	
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	
Total	126	0	0	0	

Table 7: Persons with Disabilities			
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
49	0	0	0

Table 1	1: Persons	s with Disa	ıbilities
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
26	0	0	0

#### Part 2: Flow Data Analysis

Arup Canada Inc.

[Date: 2018-01-18]

Start	Date of Flov	Data
YYYY	MM	DD
2016	01	22

All

Employees

Hired

End I	Date of Flow	Data
YYYY	MM	DD
2017	12	31

Members of

Visible

Minorities

Promoted

16

20

33

**Data from Form 4 - Employees** Hired

**Table 4: Members of Visible Minorities** 

Full-time / National

All

Employees

Hired

#

18

82

13

**Employment Equity Occupational Group** 

04 Semi-Professionals & Technicians

07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers

11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers

06 Supervisors: Crafts & Trades

(EEOG)

01 Senior Managers 02 Middle & Other Managers

03 Professionals

05 Supervisors

10 Clerical Personnel

Total

Members of

Visible

Minorities

Hired

29

Data from Form 5 - Employees Promoted

**Table 8: Members of Visible Minorities** Full-time / National Part-time / National

All

Employees

Promoted

Members of

Visible

Minorities

Promoted

Part-time / National Members of All Visible Employees Minorities Promoted Hired

# Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All All Visible Visible Employees Employees Minorities Minorities Terminated Terminated Terminated Terminated 26

									Data	or First/F	Previous (	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
3		<b>J</b>	<b></b>	Ţ	<b>1</b>	1	<b></b>	<u> </u>	V	,	<u> </u>	<b></b>	1	Ψ	<del>`</del>	Ţ	<b>1</b>	↓	Ţ
										Table 1:									
									First/	Previous SI	iort-term G	oals							
				All En	nployees									Ŋ	omen				
	Number	Gro	wth (New Posit	ionel	Turnover (Re		Terminated		Number	Turnover (R			3 Year	Goals					
Employment Equity Occupational	.vanii/Ci	GI V	our (see rosa	10110)		Employees)		Anticipated	· · · · · · · · · · · · · · · · · · ·		epracement or (Employees)	Hires Required	Fron	a - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
,	2016-01-22	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2016-01-22	Annually	Over 3	Years	2016	2019					Years
	2010 01 22	,		Years	· ·		Years			·	Years								
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	-7.2%		C	66.7%		0	0	1	0.0%	0	0	0		27.4%	1	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	75.0%	75.0%
03 Professionals	106			C	14.8%		0	0	36	0.070	0	-13	0		22.0%	13	13	34.0%	34.0%
04 Semi-Professionals & Tech	13	12.27	)	(	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	1 0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	)		0.0%		0	1 0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	91.3%			0.0%		0	1 0	2	0.0%	0	0	0		80.1%		0	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%			0.0%		0	1 0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%			0.0%		0	1 0		0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel 11 Intermediate Sales & Service	0	0.0%			0.0%		0	1 0	"	0.0%	"	١	0		0.0%		0	#DIV/0!	#DIV/0! #DIV/0!
		0.0%	)		0.0%		0			0.0%	"	١	0		0.0%		"	#DIV/0!	I
			)		0.0%		0	] ,	"	0.0%			0					#DIV/0!	#DIV/0!
13 Other Sales & Service 14 Other Manual Workers		0.0%	P.		0.0%		0	] 0		0.0%			0		0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
14 Other Manual Workers Total	130		)		14.4%		0	1 0	44	1	0	-13	0		24.0%	13	13	#DI V/0!	#DIV/0!

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

+	Workforce Analysis) ÷ 2) x 10	0.				
						Table 2: Women
F	oyment Equity Occupational		Women			
	p (EEOG)	Short-te	rm Goals Long	-term G	Foals	Comments
		#	% #		%	
01	Senior Managers	C	0.0	0	0.0	
02	Middle & Other Managers	(	0.0	0	0,0	
03	Professionals	(	0.0	0	0.0	
04	Semi-Professionals & Tech	4	0.0	5	0.0	
05	Supervisors	C	0.0	0	0.0	
06	Supervisors: Crafts & Trades	(	0.0	0	0.0	
07	Administrative & Sr Clerical	(	0.0	0	0.0	
08	Skilled Sales & Service	(	0.0	0	0.0	
09	Skilled Crafts & Trades	C	0.0	0	0.0	
10	Clerical Personnel	C	0.0	0	0.0	
11	Intermediate Sales & Service	C	0.0	0	0.0	
12	Semi-Skilled Manual	(	0.0	0	0.0	
13	Other Sales & Service	(	0.0	0	0.0	
14	Other Manual Workers	(	0.0	0	0.0	
Total		4	1	5		

									Data	for First/F	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
***************************************	<b>1</b>	Į	Ų.	Ţ	<b>\</b>	J.	V	↓	Į	Ţ	<b>\</b>	↓	Į	Ţ	↓	Į	Į.	↓	<b></b>
										e 3: Abori									
				.ue					First	/Previous St	iort-term G	oals			10 1				
		1		All En	nployees					1			3.27		nal Peoples	T		·	
	Number	Gres	vth (New Posi	tions)	Turnover (Re	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals n - To					
<b>Employment Equity Occupational</b>	YYYY-MM-DD	Actual	Desc	jected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-300-00	Actual	110,	Over 3	Actual	1103	Over 3	Years	1111-3031-00		Over 3	Over 3 Years			Availability	1	Gap	Representation	Years
	2016-01-22	Annually	Annually	Years	Annually	Annually	Years		2016-01-22	Annually	Years	icais	2016	2019					
	#	%	%	#	9/6	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	-7.2%		C	66.7%		0	0	(	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	4	109.9%		(	14.6%		0	0	(	0.0%	0	0	0		2.2%	0	0	0.0%	0.0%
03 Professionals	106	12.5%		C	14.8%		0	0	(	0.0%	0	1	0		1.3%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	13			C	5.7%		0	0	(	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	91.3%		C	0.0%		0	0	(	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		1 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%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	130	21.1%		[ C	14.4%		0	0	(	0.0%	0	2	0	L	1.4%	-2	-2	0.0%	0.0%

<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.

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

+	Workforce Analysis) ÷ 2) x 10	0.				
						Table 4: Aboriginal Peoples
F1	annual Facility Occupation of		Aboriginal Peoples			
	oyment Equity Occupational p (EEOG)	Short-ter	rm Goals Long	-term G	oals	Comments
		#	% #		%	
	Senior Managers	(	0.0	0	0.0	
02	Middle & Other Managers	C	0.0	0	0,0	
03	Professionals	1	0.0	1	0.0	
04	Semi-Professionals & Tech	(	0.0	0	0.0	
05	Supervisors	C	0.0	0	0.0	
06	Supervisors: Crafts & Trades	(	0.0	0	0.0	
07	Administrative & Sr Clerical	C	0.0	0	0.0	
08	Skilled Sales & Service	C	0.0	0	0.0	
09	Skilled Crafts & Trades	(	0.0	0	0.0	
10	Clerical Personnel	C	0.0	0	0.0	
11	Intermediate Sales & Service	(	0.0	0	0.0	
12	Semi-Skilled Manual	C	0.0	0	0.0	
13	Other Sales & Service	(	0.0	0	0.0	
14	Other Manual Workers	(	0.0	0	0.0	
Total		1	l l	1		

									Data	for First/F	Previous (	Coals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b>V</b>	Ţ	<b>1</b>	Ţ	<b>V</b>	J	<b>V</b>	<b>\</b>	Ţ	1	Ţ	Ţ	Ţ	Ţ	Ţ	\ \	Ţ	Ų	Ų.
										: Persons									
									First/	Previous St	iort-term G	oals							
				All En	ployees										th Disabilitie	S			
	Number	Gro	wth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (B)	eplacement of			r Goals					
<b>Employment Equity Occupational</b>			,			Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD	<u> </u>	,	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
-	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	1 Cars	2016-01-22	Annually	Over 3 Years	Years	2016	2019					1 Cars
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	9	51.4%		0	40.7%		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		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%	-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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	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%
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	#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%	1 0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	130	0.0%	1	0	0.0% 14.4%		0	0	0	0.0%	0	#REF!	0		3.9% #REF	0	#REF!	#DIV/0! 0.0%	#DIV/0! 0.0%
Total	130	21.1%		1 0	14.4%		0	0		η 0.0%	0	#KEF!	U		#REF	-5	#REF!	0.0%	0.0%

<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.

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

	Workforce Analysis) ÷ 2) x 10	0.				
						Table 6: Persons with Disabilities
Emnl	oyment Equity Occupational	I	Persons with Di	sabilities		
	p (EEOG)	Short-tei	rm Goals	Long-tern	m Goals	Comments
		#	%	#	%	
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	
Total		4		6		

									Data	for First/P	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓ ·	Ţ	Ţ	<b>\</b>	↓ ·	Į	<b>\</b>	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	<b>V</b>	Ţ	Ţ	<b>V</b>
									Table 7: M										
									First	Previous Sh	iort-term G	oals							
				All En	nployees								M	embers of <b>V</b>	isible Minor	ities			
	Number	Cen	wth (New Posit	tionel	Turnover (Re		Terminated		Number				3 Year	r Goals					
Employment Equity Occupational	Runner	"	nen (isen 1 usn	iions)		Employees)		Anticipated	Number	Turnover (Re	eptacement of Employees)	Hires	Fron	a - To					Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Group (EECG)	2016-01-22	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2016-01-22	Annually	Over 3	Years	2016	2019					Years
	2010-01-22	Annuany	Annuany	Years	Annuany	Annuany	Years		2010-01-22	Annuany	Years		2010	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	-7.2%		C	66.7%		0	o c	o c	0.0%	0	1	0		10.1%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	4	109.9%		C	14.6%		0	o c		0.0%	0	1	0		15.0%	-1	-1	0.0%	0.0%
03 Professionals	106			C	14.8%		0	o c	37		0	-11	0		24.3%	11	11	34.9%	34.9%
04 Semi-Professionals & Tech	13		)	C	5.7%		0	o c	) 5	0.0%	0	-2	0		26.3%	2	2	38.5%	38.5%
05 Supervisors	0	0.0%	)	0	0.0%		0	o c		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	)	0	0.0%		0	C		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	91.3%		C	0.0%		0	o o	) 1	0.0%	0	0	0		37.3%	0	0	50.0%	50.0%
08 Skilled Sales & Service		0.0%		C	0.0%		0	o c		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	o c		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		C	0.0%		0	o c		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service		0.0%		C	0.0%		0	o c		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	)	C	0.0%		0	o o		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		[ C	0.0%		0	ol o		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	C	0.0%	)	C	0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	130	21.1%		0	14.4%		0	0	) 43	0.0%	0	-12	0		23.9%	12	12	33.1%	33.1%

<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.

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

-	Workforce Analysis) ÷ 2) x 10	0.				
						Table 8: Members of Visible Minorities
T		Mer	nbers of Visible Min	orities		
	oyment Equity Occupational	Short-ter	rm Goals Long	-term G	Coals	Comments
	p (EEOG)	#	% #		%	
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	
Total		1		2		

#### Federal Contractors Program Achievement Report Part 3: Goals Arup Canada Inc.

[Date: 2018-01-18]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
ı	<b></b>	↓		↓	<b></b>	↓	↓	<b></b>	↓	↓		↓	↓	↓		↓	↓	↓	
										Table 9:		6.1							
				AH Fa					Subsequ	ent/Current	Short-tern	1 Goals			omen				
		1		All Ell	nployees			1					11/	r Goals	omen	<del>                                     </del>			
	Number	Gro	wth (New Posi	tions)	Turnover (Re	eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goais n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	jected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)		Actual	110,	Over 3	Accum	110)	Over 3	Years			Over 3	Over 3 Years		Ι	Availability		Gap	Representation	Years
	2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	Years	1000	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%	81	1	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		0.5%	0	7 3.770	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%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	1	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%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	231	21.1%	· I	1 0	14.4%		1 0	1 0	72	0.0%	1 0	-2	0		30.1%	) 2	] 2	31.2%	31.2%

† 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

* Workforce Analysis) ÷ 2) x 10	00.			
				Table 10: Women
Facility of Facility Comments of		Women		
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals Lo	ng-term Goals	Comments
Group (EEGG)		%	%	
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 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%		
Total		0.0%		

									Data for	Subseque	nt/Currei	it Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>\</b>	↓	Ţ	Ţ	<b>\</b>	Ų.	Ţ	↓	↓	↓	1	Ţ	Ţ	Ţ	<b>1</b>	<b>V</b>	Ţ	1	<b>↓</b>
											iginal Pec								
									Subsequ	ent/Current	Short-tern	i Goals							
				All En	ployees										nal Peoples				
	Number	Gro	wth (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires	3 Yea						
<b>Employment Equity Occupational</b>	YYYY-MM-DD				<del>                                     </del>			Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		ı - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual	Proj		Years	YYYY-MM-DD			Over 3	YYYY	- * * * * * *	Availability	rresem Gap	Gap	Representation	Years
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-12-31	Annually	Over 3 Years	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%	2.2%	-1	-1	0.0%	0.0%
03 Professionals	151	12.5%	6.9%	81		4.0%	18	49	1	4.0%	0	1	1	1.3%	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		0.7%	1 0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%			0.0%		0	0		0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		1 2	0.0%		0	0		0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service		0.0% 0.0%			0.0%		0	l		0.0%	1 0	0	0		0.0% 0.0%	1 0		#DIV/0!	#DIV/0!
14 Other Manual Workers	231	21.1%	)	1 0			0	0	0	0.0%	0	0	0		1.5%	1 2	-2	#DIV/0!	#DIV/0! 0.4%
Total	231	21.1%	9	1 0	14.4%		0	1 0	1	1 0.0%	1 0	2	0	l	1.5%	1 -2	L -2	0.4%	0.4%

<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.

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

Workforce Analysis + 2) x 100

* Workforce Analysis) ÷ 2) x 10	0.			
				Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal Peoples		
Group (EEOG)	Short-ter	m Goals Long-to	erm Goals	Comments
•		%	%	
01 Senior Managers		0.0%		
02 Middle & Other Managers		2.2%		reseach on organizations and non-for profits specific to attracting aboriginal people; post on these sites and do further outreach
03 Professionals		1.3%		reseach 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%		
Total		0.0%		

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
				↓					<u>\</u>			<u>↓</u>	↓		↓			↓	
										: Persons ent/Current									
				All En	ployees				Subsequ	ent/Current	. 3nort-tern	Guais		Persons wi	th Disabilitie				
					Turnover (Re	interest of	Terminated						3 Yea		th Distribution				
	Number	Gree	wth (New Posit	ions)		Employees)	res minareu	Anticipated	Number	Turnover (Re		Hires	From	n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Group (EEOO)	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-12-31	Annually	Over 3 Years	Years	2017	2020			944		Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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!
Total	231	21.1%		0	14.4%		0	0	0	0.0%	0	9	0		4.0%	-9	-9	0.0%	0.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Workforce 1 mas					Table 14: Persons with Disabilities
Employment Equity (	Decunational		ersons with	Disabilities	
Group (EEOG)	Secupational	Short-ter	m Goals	Long-term Goa	Comments
			%	%	
01/02 Managers			4.3%		reseach on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
03 Professionals			3.8%		reseach on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
04 Semi-Profession	nals & Tech		4.6%		reseach 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: Cra	afts & Trades		0.0%		
07 Administrative	& Sr Clerical		0.0%		
08 Skilled Sales &	Service		0.0%		
09 Skilled Crafts &	Trades		0.0%		
10 Clerical Personi	nel		0.0%		
11 Intermediate Sa	les & Service		0.0%		
12 Semi-Skilled M	anual		0.0%		
13 Other Sales & S	ervice		0.0%		
14 Other Manual V	Vorkers		0.0%		
Total			0.0%		

A B C  Pron Workft Analy	rom kforce	From Workforce Analysis <sup>†</sup>	E Data Entry	F CxEx3	From Flow Data Analysis &	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	II
Data sources: Workfo	kforce	Workforce	Data Entry	CxEx3	Data					······································						·······			i
<u>\</u>	<u> </u>				Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
			<b>V</b>	Ţ	<b>1</b>	↓	J	<b>\</b>	Ţ	Ţ	<b>↓</b>	↓ ·	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ.
								٦	lable 15: N	lembers o	f Visible	Minorities	Š						
									Subsequ	ent/Current	Short-term	Goals							
				All En	nployees								M	embers of <b>V</b>	isible Minori	ties			
Numb	mber	Crow	th (New Positi	ionel	Turnover (Re		Terminated		Number	Turnover (Re			3 Year	Goals					
Employment Equity Occupational		GIO.	en (seen 1 dans	· · · · · · · · · · · · · · · · · · ·		Employees)		Anticipated	· · · · · · · · · · · · · · · · · · ·	Terminated		Hires Required	Fron	- To	Present		Projected	Present	Projected
Group (EEOG)	-MM-DD	Actual	Proje	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	· YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
2017-12	7 12 31	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2017-12-31	Annually	Over 3	Years	2017	2020			,		Years
2017-12	-12-31	Annuany		Years	Ammany	•	Years		2017-12-31	Annuany	Years		2017	2020					
#	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	4	-7.2%		0	66.7%	10.0%	1	1	0	10.0%	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		4.0%	18	49	64	4.0%	8	-11	0		24.8%	27	11	42.4%	30.8%
04 Semi-Professionals & Tech	22	19.2%	5.0%	3	1 2.7,0	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%
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	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	#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	1	0.0%	0	0	0		48.1%	0	0	50.0%	50.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	1 0	1 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	1 0	1 0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	01	0.0% 0.0%		0	0.0%		0	1 0	1 0	0.0%	. 01	1 01	01		0.0%		ı nı	#DIV/0!	#DIV/0!
14 Other Manual Workers Total	٥				0.0%		۱ .		_	0.0%	امّا				0.0%	l "	ا	#DIV/0!	#DIV/0!

<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.

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

	workforce Analysis) = 2) x 10	0.			
					Table 16: Members of Visible Minorities
Emal	oyment Equity Occupational	Mem	bers of Visible Minorit	ies	
		Short-tern	n Goals   Long-ter	m Goals	Comments
Grou	(EEOG)		%	%	
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 monorities 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 monorities 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 monorities 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%		
Total			0.0%		

									Feder	al Contr	actors l	Prograi	n Achie	vement l	Report									
										Ī			- Wome	n										
												Canac												
											[Date	: 2018-	01-18]											
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	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	UxF÷100	V - X
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			•	V	Vorkfo	orce An	alysis	•	•		•	•	•	•	•	Flow	Data Ar	alysis	•	•	•	•	•	•
	ployment Equity cupational Group	Year			W	orkforce						Hires				I	Promotion				Ter	minati		
	EOG)		All Employees	Represen	tation	Wor Availa		Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Actu		Expected	Difference
	1	Ħ	Ħ	#	%	%	#	#	%	#	#	%	#	Ħ	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2016 2017	5	1 0	20.0	27.4 27.4	1	-1	73.0 0.0	2	0	0.0	1	-1	1	0	0.0	0	0	3	1	33.3	1	0
02	Middle & Other	2016	4	3	75.0	38.9	2	1	192.8									Ů			-			
<u> </u>	Managers	2017 2016	37 106	7 36	18.9 34.0	38.9 22.0	14 23	-7 13	48.6 154.4	18	1	5.6	7	-6	9	3	33.3	7	-4	3	1	33.3	2	-1
03	Professionals	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 2017	13 22	2	15.4 9.1	25.5 25.9	3 6	-1 -4	60.3 35.1	13	1	7.7	3	-2	5	1	20.0	1	0	1	0	0.0		
05	Supervisors	2016	0	0	0.0	0.0	0	0	0.0	13	1	7.7	,	-2	,	1	20.0	1		1	0	0.0		
03	Supervisors: Crafts &	2017 2016	1	1 0	100.0	53.0	1	0	188.7 0.0	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Trades	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 E Analysis	÷ 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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				Entran	ts		St. 44	<u> </u>		oals		<u> </u>												
	ployment Equity cupational Group	Year	ric	ow Data Wome	en		Snort-tei Woi	m Goals			Long-teri Won							C	ommen	ts				
	cog .		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	T	#	Ħ	#	%	#	%	%	%	#	%	%	%											
01	Senior Managers	2017 2020	0	-1 -1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
02	Middle & Other	2017	24	3	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
-	Managers	2020 2017	24 96	28	12.5 29.2	0	0.0	0.4	3213.4 0.0	0	0.0	0.0	0.0											
03	Professionals	2020	96	28	29.2			0.2	12464.4			0.0	0.0											
04	Semi-Professionals & Technicians	2017 2020	17 17	2	11.8 11.8	4	50.0	0.0	0.0 4542.4	5	40.0	0.0	0.0											
05	Supervisors	2017 2020	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts & Trades	2017 2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
L	114400	2020	υĮ	U	0.0			0.0	0.0			0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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÷Ux 100	U x F ÷ 100	V - X
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			•	Workf	orce Ar	alysis						-			Flow I	Data Ai	nalysis			-		-	
Employment Equity	Year			V	Vorkforc	;					Hires				P	romotio	18			Teri	ninatio	ns	
Occupational Group (EEOG)		All Employees				men	1		All Employees	s		Vomen		All Employees			omen		All Employees			men	
(EEOG)	#	#	Represe	ntation %	Avail	ability #	Gap #	EE Result	#	Ac	tual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #	#	Actua #	%	Expected #	Difference #
Administrative &	2016	2	2	100.0	80.1	2	0	124.8	,	1							,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					,	
Senior Clerical	2017	14		85.7	80.6		1	106.3	9	8	88.9	7	1	1 1	1	100.0	1	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0		0.0		3	0	0.0				0			0	0.0	0				0.0		
Skilled Crafts &	2017	0	0	0.0			0	0.0	0	<u> </u>	0.0	0		) 0	0	0.0	U	- 0	0	0	0.0	U	, O
09 Trades Workers	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
10 Clerical Personnel	2016	0	0	0.0			0	0.0															
Intermediate Sales &	2017	0	0	100.0	65.2		1	153.4	1	1	100.0	1	(	0	0	0.0	0	0	0	0	0.0	0	0
Service Personnel	2017	0	0	0.0	0.0	i —	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	2016	0	0	0.0	0.0		0	0.0															
Workers	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	Analysis	E ÷ D x 100	Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals		Goals	F ÷ M x 100											
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			Entrar	ıts		~·			oals	-	~ .												
Employment Equity Occupational Group	Year	F	ow Data Wor	nen			rm Goal	S		Long-ter Wor							6	ommen	te.				
(EEOG)		All Employees	Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	ommen	15				
,	#	#		%	Goal	Goal Met	%	Goal Met	u u	Goal Met	%	Goal Met											
Administrative &	2017	10	9	90.0	0 0	0.0	0.0		7 0														
07 Senior Clerical	2020	10		90.0		0.0	0.0	<b>I</b>			0.0		-										
08 Skilled Sales &	2017	0		0.0		0.0	0.0		0	0.0		1	-										
Service Personnel	2020	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		-										
10 Clerical Personnel	2017	1	1	100.0		0.0	4		0	0.0	4												
	2020	1	1	100.0	)		0.0				0.0												
11 Intermediate Sales & Service Personnel	2017	0	0	0.0		0.0	0.0	<del> </del>	0	0.0	9	1	-										
Sami-Skilled Manual	2020	0	-	0.0		0.0	0.0		0	0.0	0.0												
12 Workers	2020	0	0	0.0			0.0				0.0		-										

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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	UxF÷100	V - X
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Employment Equ Occupational Gro		Year _	- 1		W	orkforce Wor						Hires	omen			P	romotio	ns Yomen			Te	rminatio	ons omen	
(EEOG)		1	All Employees	Represer	ntation	Availa		Gap	EE Result	All Employee	Act		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act	ual	Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	Ħ	#	Ħ	#	%	#	#
Other Sales & S Personnel		2016 2017	0	0	0.0	0.0	0	0	0.0			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		1 0	0	0.0	0	0
14 Other Manual W	Morkers I—	2017	0	0	0.0	0.0	0	0	0.0	C	0	0.0	0	0	0	0	0.0	0	C	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	3 26	14	53.8	9	5
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 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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Occupational Gro (EEOG)	յսր	ı	All Employees	Acti		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					•	Jonnnen	us				
		#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & S		2017	0	0	0.0	0	0.0	0.0	0.0	C	0.0	0.0												
Personnel		2020 2017	0	0	0.0		0.0	0.0	0.0		0.0	0.0												
14 Other Manual W	Morkers I	2017	0	0	0.0	U	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											
Total		2020	149	43	28.9			0.0	0.0			0.0	0.0											

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Data s	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: Flov 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	UxF÷100	V - X
3			Į.	<b>V</b>	Ţ	J.	Ţ	Ţ	1	<b>.</b>	<u> </u>	Ţ	Ţ	Ţ	<b>↓</b>	Ţ	Ţ	Ţ	Ţ	Ţ	1	1	Ţ	J.
E	ployment Equity					orce An	alysis								T		Data Ai			<del> </del>				
	upational Group	Year			W	orkforce Aborigina	l Peoples					Hires	inal Peoples				Promotion Aborisi	1S nal Peoples			Tei	minati Aboris	ons inal Peoples	
	og)		All Employees	Represe	ntation	Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	A	ctual	Expected	Difference	All Employees	Acti		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	Ħ	#	#	#	%	Ħ	#
01	Senior Managers	2016 2017	5	0	0.0	2.9 2.9	0	0	0.0		0	0.0	0	0	) 1	(	0.0	0	0	3	0	0.0	C	0
02	Middle & Other	2016	4	0	0.0	2.2	0	0	0.0															
<u></u>	Managers	2017 2016	37 106	0	0.0	2.2 1.3	1	-1 -1	0.0		0	0.0	0	0	9	(	0.0	0	0	3	0	0.0	C	0
03	Professionals	2016	151	1	0.0	1.3	2	-1	50.9	82	0	0.0	1	-1	. 33	1	3.0	0	1	. 19	0	0.0	C	0
04	Semi-Professionals &	2016	13	0	0.0	1.2	0	0	0.0															
	Technicians	2017 2016	016 0 0 0.0 0.0 0 0 0.0													0	1	0	0.0	C	0			
05	Supervisors	2017	1	0	0.0	1.0	0	0	0.0		0	0.0	0	0	0	(	0.0	0	0	0	0	0.0	C	0
06	Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0			0.0		0							0	0.6		
	Trades	2017	0	U	0.0	0.0	0	0	0.0		0	0.0	0	0	<u>'I</u>		0.0	U		<u> </u>	U	0.0	1	<u>'</u>
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100											
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			New	/ Entran	its				G	oals														
	ployment Equity	Year	F	ow Data Aborigina		•		rm Goals	i		Long-ter													
	upational Group OG)		All Employees	Acti		Goal	Percent of	al Peoples	Percent of	Goal	Aboriginal Percent of	Goal	Percent of					Ĺ	ommen	its				
		#	#	Acu	%	Gear	Goal Met	Goal %	Goal Met	Goai	Goal Met	Goar %	Goal Met											
0.1	Sanjar Managara	2017	# 0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
01	Senior Managers	2020	0	0	0.0			0.0				0.0	0.0											
02	Middle & Other Managers	2017 2020	24 24	0	0.0	0	0.0	0.0	0.0		0.0	0.0												
03	Professionals	2017	96		1.0	1	100.0	0.0	0.0	1	100.0													
		2020	96 17	1	1.0		0.0	0.0			0.0	0.0												
04	Semi-Professionals & Technicians	2017 2020	17	0	0.0	0	0.0	0.0			0.0	0.0												
05	Supervisors	2017 2020	1	0	0.0	0	0.0	0.0	0.0		0.0	0.0												
06	Supervisors: Crafts &	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	Trades	2020	0	0	0.0			0.0	0.0			0.0	0.0											

								Feder	ral Contr	actors	Prograi	m Achi	evemei	nt F	Report									
									Part 5	: Result	ts - Abo	riginal	People	es										
										Arup	Canac	la Inc.												
										[Date	e: 2018-	01-18]												
A B	С	D	E	F	G	Н	T	Ī.	K	L	M	N	О		P	0	R	S	Т	U	V	W	X	Y
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 10	0 L-N	V	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity			V		orce An	•												nalysis		<del> </del>	-			
Occupational Group	Year			W	orkforce Aborioin	al Peoples				1	Hires	inal Peoples				P	romotio Aborio	ns inal Peoples			Te	rminati Aborio	ons inal Peoples	
(EEOG)		All Employees	Represen	tation		ability	Gap	EE Result	All Employees	Ac	tual	Expected	Differe	nce	All Employees	Ac		Expected	Difference	All Employees	Act		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#		#	#	%	H	#	#	#	%	#	#
Administrative &	2016	2	0	0.0	0.8		0	0.0																
Senior Clerical Skilled Sales &	2017	14	0	0.0	1.1 0.0		0	0.0	9	0	0.0			0	1	0	0.0	0	(	0	0	0.0	0	0
08 Service Personnel	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
09 Skilled Crafts &	2016	0	-	0.0	0.0		0	0.0																
Trades Workers	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
10 Clerical Personnel	2016	0	0	0.0	0.0	•		0.0	1	0	0.0		n .			0	0.0					0.0		
Intermediate Sales &	2017	0	0	0.0	0.7	<u>:                                    </u>	0	0.0	1	1 0	0.0		J	- 0	0	0	0.0	0	0	0.0	1 0	0		
Service Personnel	2017	0	0	0.0	0.0	i	0	0.0	0	0	0.0		0	0	0	0	0.0	0	(	0	0	0.0	0	0
12 Semi-Skilled Manual	2016	0	0	0.0	0.0		0	0.0																
Workers	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
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 10	0											
<u> </u>		J	<b></b>	<b>V</b>	Į	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<del>.</del>												
		New	Entran	ts				G	oals															
Employment Equity	Year	F	low Data			Short-te		S		Long-ter														
Occupational Group	I cal	All Employees	Aboriginal	Peoples		•	al Peoples	In		Aborigina	Peoples	l n						(	Sommen	its				
(EEOG)		campioyees	Actus	d	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent o Goal Met												
	#	Ħ	#	%	#	%	%	%	#	%	%	%												
07 Administrative & Senior Clerical	2017	10	- E	0.0	0	0.0	0.0	0.0	0	0.0	0.0		_											
Skilled Sales &	2020	10	-	0.0	0	0.0	0.0		0	0.0	0.0													
08 Service Personnel	2020	0	0	0.0	, and a	0.0	0.0			0.0	0.0		_											
09 Skilled Crafts &	2017	0	0	0.0	0	0.0			0	0.0			0											
Trades Workers	2020	0	V .	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		-											
Intermediate Sales &	2017	0	-	0.0	0	0.0	0.0		0	0.0	0.0													
11 Service Personnel	2020	0	0	0.0			0.0				0.0		_											
12 Semi-Skilled Manual	2017	0	0	0.0	0	0.0	0.0		0	0.0	0.0		_											
Workers	2020	0	0	0.0			0.0	0.0			0.0	0.	Л											

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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	PxF÷100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	UxF÷100	V - X
			<u> </u>	Ţ	<b>↓</b>	Ţ	Ţ	Ţ	Ţ	<b></b>	Ţ	Ţ	<b>1</b>	Ţ	<b>↓</b>	1	Ţ	Ţ	<b>1</b>	<b>1</b>	Ţ	<b>↓</b>	Ų.	<b>1</b>
F1	nent Equity			1		rce An	alysis											nalysis		<del> </del>				
	onal Group	Year			W	orkforce Aborigina	l Peoples					Hires Aborig	inal Peoples			ľ	romotio Aborie	ns inal Peoples				rminatio	ons inal Peoples	
(EEOG)		ŀ	All Employees	Represer	itation	Availa		Gap	EE Result	All Employees	Ac		Expected	Difference	All Employee	Ac	~	Expected	Difference	All Employees	Act		Expected	Difference
1		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13 Other Person		2016 2017	0	0	0.0	0.0	0	0	0.0	0		0.0	0	0		0	0.0				0	0.0	0	
	Manual Workers	2016	0	0	0.0	0.0	0	0	0.0			0.0			<u> </u>	<del>\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ </del>	0.0	1		1 - "	Ů	0.0	ľ	
14 Other	Manual workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	(	0	0.0	C	C	0	0	0.0	0	0
Total		2016 2017	130 231	0	0.0 0.4	1.4	2	-2 -2	0.0 28.9	126		0.0	2	-2	49	1	2.0		1	. 26	0	0.0		
		2017	231	11	0.4	1.5	3	-2	20.9	120	,1 0	0.0	2	-2	4,2	1 1	2.0	1 0	1 1	.] 20		0.0		<u> </u>
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ <b>D</b> 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											
š		i.	Ţ	<b>V</b>	Ų.	<b>V</b>	Ţ	<b>↓</b>	Ţ	<b>.</b>	Ţ	↓	<b>.</b>											
			New	Entran	ts				G	oals														
	nent Equity	Year	Fl	ow Data			Short-ter				Long-ter													
Occupation (EEOG)	onal Group		All Employees	Aboriginal			Aborigina Percent of		Percent of		Aborigina Percent of		Percent of					(	Commen	its				
(LLCG)				Actu		Goal	Goal Met	Goal	Goal Met	Goal #	Goal Met	Goal	Goal Met											
Other	Sales & Service	# 2017	# 0	# 0	<b>%</b>	# 0	0.0	0.0	0.0	# 0	0.0	0.0	% 0.0											
13 Person		2020	0	0	0.0	Ü	0	0.0	0.0		3,0	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												
		2020 2017	0 149	0	0.0	1	100.0	0.0	0.0	1	100.0	0.0												
Total		2020	149	1	0.7	1	100.0	0.0	0.0	1	100,0	0.0												

									Fede	ral Contr	actors	Progra	m Achie	vement	Report									
									]	Part 6: R	esults -	Person	s with E	isabiliti	es									
											Arup	Canac	da Inc.											
											[Date	e: 2018-	-01-18]											
	В	C	D	E	F	G	Н	T	J	K	L	M	N	О	P	O	R	S	T	U	V	W	X	Y
**************************************			Part 1:	Part 1:	E÷D	Part 1:	DxG		E÷H	Part 2: Flow	Part 2: Flow	L÷K			Part 2: Flow	Part 2: Flow				Part 2: Flow	Part 2: Flow	V÷Ux		
Data	sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Data Analysis	Q ÷ P x 100	P x F ÷ 100		Data Analysis	Data Analysis	100	U x F ÷ 100	V - X
			<b>—</b>	<u> </u>	<u> </u>		<u>, ,</u>		↓	<b>,</b>			<u> </u>		↓	<u>\</u>	<u> </u>							
Fm	ployment Equity			·		orce An						Hires			T		Data A			1	T.	rminati	0.00	
	cupational Group	Year				Persons with							ith Disabilitie	ş		1		ith Disabilitie	·s		10		ith Disabilitie	s
(EI	EOG)		All Employees	Represen		Avail	ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference
01		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
&	Managers	2016	9	0	0.0	4.3	0	-2	0.0	20	0	0.0	1	1	10		0.0				0	0.0	0	0
02		2017	106	0	0.0	3.8	4	-2 -4	0.0	20	0	0.0	1	-1	10	0	0.0	0		, 0	0	0.0	-	0
03	Professionals	2017	151	0	0.0	3.8		-6	0.0	82	0	0.0	3	-3	33	0	0.0	0	C	19	0	0.0	0	0
04	Semi-Professionals &	2016	13	0	0.0	4.6		-1	0.0															
	Technicians	2017 2016	22	0	0.0	4.6 0.0	0	-1 0	0.0	13	0	0.0	1	-1	5	0	0.0	0		1	0	0.0	0	0
05	Supervisors	2017	1	0	0.0	13.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016 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
		2017			0.0	0.0	· · ·		0.0	1		1 0.0			·	<u>*</u>	1 0.0	<u>~</u>	·	<u> </u>	<u>_</u>	i		Ů
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
<u></u>		•••••	L L	J Analysis	J	J	J	J	J	Į	l J	l J	<u>↓</u>											
			New	Entran	ts		•	•	G	oals	•	•	•											
Em	ployment Equity		Fl	ow Data			Short-te	rm Goals	i		Long-ter	m Goals												
Oc	cupational Group	Year		Persons Disabili			Persons wit	h Disabilities			Persons with	Disabilities						(	Commen	its				
(EI	EOG)		All Employees	Actua	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
01	M	2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0											
& 02	Managers	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												
$\vdash$	Semi-Professionals &	2020 2017	96 17	0	0.0	1	0.0	0.0	0.0	2	0.0	0.00												
04	Technicians Technicians	2020	17	0	0.0	1	5.0	0.0	0.0	_	J.0	0.00	0.0											
05	Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	1											
	Supervisors: Crafts &	2020 2017	1 0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0											
06	Trades	2020	0	0	0.0		3.0	0.0	0.0	· ·	0.0	0.00												

									Fede	ral Contr	actors	Prograi	n Achiev	ement l	Report									
										Part 6: R	esults -	Person	s with D	isabiliti	es									
											Arup	Canac	la Inc.											
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A	В	С	D	E	F	G	Н	T	J	K	L	M	N	0	P	0	R	S	Т	U	V	W	X	Y
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Data :	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	UxF÷100	V - X
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Em	ployment Equity					orce An						Hires			ı		Data A			Т	Т.			
	upational Group	Year					: h Disabilities						ith Disabilities				Persons v	ns ith Disabilitie	S		16	rminatio	ons ith Disabilitie:	•
(EE	(OG)		All Employees	Represen	itation	Avail	ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	ual	Expected	Difference
	A1::	# 2016	#	# 0	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2016	14	0	0.0	3.4	ŧ	0	0.0		0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
08	Skilled Sales &	2016	0	0	0.0	0.0	0	0	0.0															
	Service Personnel	2017 2016	0	0	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	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															
		2017	2	0	0.0	7.0		0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2016	0	0	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	2016	0	0	0.0	0.0	0	0	0.0				-		_				_					
12	Workers	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 s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E 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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				v Entran	ts					Coals														
	ployment Equity	Year	F	low Data Persons	with			rm Goals			Long-ter													
	upational Group OG)		All Employees	Disabil			Persons with	ı Disabilities	Paramet of		Persons with	Disabilities	Porocci of					(	Commen	ts				
(474)				Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	Administrative &	# 2017	# 10	# 0	<b>%</b>	# 0	0.0	0.0	0.0	#	0.0	0.0	% 0.0											
07	Administrative & Senior Clerical	2017	10		0.0	U	0.0	0.0	0.0		0.0	0.0	0.0											
08	Skilled Sales &	2017	0	0	0.0	0	0.0	0.0	0.0		0.0		0.0											
-	Service Personnel Skilled Crafts &	2020	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
09	Trades Workers	2020	0	0	0.0	U	0.0	0.0	0.0		0.0	0.0	0.0											
10	Clerical Personnel	2017 2020	1 1	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											
	Semi-Skilled Manual	2020	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
12	Workers	2020	0	0	0.0			0.0	0.0			0.0	0.0											

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									]	Part 6: R	esults -	Person	s with E	isabiliti	es									
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13	Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,							,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				,	
	Personnel	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
14	Other Manual Workers	2016 2017	0	0	0.0	0.0	0	0	0.0			0.0		0			0.0				0	0.0	0	0
$\vdash$		2017	130	0	0.0	0.0 3.9	5	-5	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total		2017	231	0	0.0	4.0	9	-9	0.0	126	0	0.0	5	-5	49	0	0.0	0	0	26	0	0.0	0	0
Data s	ources:		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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1 13 1	Other Sales & Service	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	Personnel	2020 2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
14	Other Manual Workers	2017	0	0	0.0	U	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												
Lotta		2020	149	0	0.0			0.0	0.0			0.0	0.0											

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		# 2016	# 5	# 0	0.0	% 10.1	# 1	# -1	0.0	#	#	%	#	#	#	#	%	#	#	#	Ħ	%	#	#
01	Senior Managers	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
02	Middle & Other Managers	2016 2017	37	0	0.0 8.1	15.0 15.0	6	-1 -3	0.0 54.1	18	2	11.1	3	-1	9	1	11.1	0	1	3	0	0.0	) (	) 0
03	Professionals	2016	106	37	34.9	24.3	26	11	143.6															
H	Semi-Professionals &	2017 2016	151 13	64 5	42.4 38.5	24.8 26.3	37	27	170.9 146.2		29	35.4	20	9	33	16	48.5	12	4	19	6	31.0	5 7	-1
04	Technicians	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
05	Supervisors	2016 2017	0	0	0.0	0.0 45.8	0	0	0.0		0	0.0	0	0		0	0.0	0	0	0	0	0.0		
06	Supervisors: Crafts &	2016	0	0	0.0	0.0	0	0	0.0		0							0	0	, , ,	, o			
Ľ	Trades	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
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 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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				Entran	ts		Chaut to	rm Goals		oals	Long-teri	- Coals												
	oloyment Equity upational Group	Year		Visible Mi	norities			finorities			Visible Mi							C	ommen	ts				
	OG)		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
01	Senior Managers	2017 2020	0	0	0.0	1	0.0	0.0	0.0		0.0	0.0	0.0											
02	Middle & Other	2017	24		12.5	0	0.0	0.0	0.0		300.0	0.0	0.0											
	Managers	2020 2017	24 96	39	12.5 40.6	0	0.0	0.2	8333.3 0.0		0.0	0.0	0.0											
03	Professionals	2020	96	39	40.6			0.0	0.0			0.0	0.0											
04	Semi-Professionals & Technicians	2017 2020	17 17	5 5	29.4 29.4	0	0.0	0.0	0.0 11625.2		0.0	0.0	0.0											
05	Supervisors	2017 2020	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts & Trades	2017 2020	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D 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
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Employment Equity Occupational Group	Year			W	orkforce					1	Hires				Pi	romotio				Teri	minatio		
(EEOG)		All Employees	Represer	ntation		dinorities ability	Gap	EE Result	All Employees	Ac	Visible tual	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Actua		Minorities Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Administrative &	2016	2	1	50.0	37.3	1	0	134.0															
Senior Clerical	2017	14	0	14.3	27.0 0.0	4	-2	52.9	9	1	11.1	2	-1	1 1	0	0.0	1	-1	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	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 &	2016	0	0	0.0	0.0	0	0	0.0		Ť		Ť				0.0	Ů				0.0		
Trades Workers	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
10 Clerical Personnel	2016	0 2	0	50.0	0.0 48.1	0	0	0.0 104.0	1	0	0.0				0	0.0	0	0		0	0.0	0	
11 Intermediate Sales &	2017	0	0	0.0	0.0	0	0	0.0	1	1 0	0.0	0		1 0	0	0.0	0	0	0	0	0.0	- 0	
Service Personnel	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
Semi-Skilled Manual	2016	0	0	0.0	0.0	0	0	0.0	0				(			0.0					0.0		
Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	1 0		0	0	0.0	0	0	0	0	0.0	0	0
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Administrative &	2017	# 10	1	10.0	#	% 0.0	0.0	0.0	# 0	0.0	0.0	0.0											
07 Senior Clerical	2020	10	1	10.0		0.0	0.0		U	0.0	0.0		-										
08 Skilled Sales &	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Service Personnel	2020	0	0	0.0			0.0				0.0	<del>                                     </del>											
O9 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0		0	0.0	0.0		-										
	2020	1	0	0.0	0	0.0	1		0	0.0													
10 Clerical Personnel	2020	1	0	0.0	Ü	3.0	0.0			3.0	0.0		-										
11 Intermediate Sales &	2017	0	0	0.0	0	0.0	0.0		0	0.0	0.0		-										
Service Personnel	2020	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		-										

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Employment Equity Occupational Group	Year			W	orkforce Visible M	inorities					Hires Visible	Minorities			P	romotio Visible	ns Minorities			Te	rminatio	Ons Minorities	
(EEOG)		All Employees	Represen	tation	Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act	ual	Expected	Difference
01.01.00	# 2016	#	# 0	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	Ħ	#	%	#	#
Other Sales & Service Personnel	2016 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0															
	2017 2016	130	43	0.0 33.1	0.0 23.9	31	12	0.0 138.4	0	0	0.0	0	С	0	0	0.0	0	C	0	0	0.0	0	0
Total	2017	231	75	32.5	23.4	54	21	138.4	126	34	27.0	29	5	5 49	20	40.8	3 16	4	26	6	23.1	9	-3
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	Flo	ow Data Visible Mir	norities		Short-tei Visible N	m Goals			Long-teri Visible Mi								4	4				
Occupational Group (EEOG)		All Employees	Actus		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(	Commen	its				
	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	9/6	Goal Met											
Other Sales & Service	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Personnel	2020 2017	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												
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											

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

#### **Efforts**

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

Reo	mire	d m	eas	ures:
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Į.	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	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.
$\checkmark$	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.
<b>√</b>	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).
<b>✓</b>	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
$\checkmark$	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.
7	Established accountability mechanisms to ensure that the short-term goals would be met.
V	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.
<b>V</b>	Undertook initiatives to increase representation where gaps in representation were found.
V	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	rational Context
Please	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	cional Details
Please p	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%)
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#### 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 were 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-compli	ance
----------------	----------------	------

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/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& ga=2.252268041.1845905918.1519931408-1912045188.1507820070

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 AMTo:'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): <a href="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</a>.

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 underrepresented; 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 <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (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.qc.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



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 <a href="mailto:mariejosee.lemery@labour-travail.gc.ca">mariejosee.lemery@labour-travail.gc.ca</a> or by phone at 819-654-3388.

Have a great week end.

#### **Sylvie Fortin**

Programme du travail Emploi et Développment social Canada / Gouvernement du Canada 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 / Tél.: 819-654-4324



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:** 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]

Sent: Tuesday, May 15, 2018 10:34 AM

To: Martha Vasquez < 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@hrsdc-rhdcc.gc.ca

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



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

From: 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 t: +1 732 623 7463 d: +1 732 623 7463 m: +1 732 882 3630 www.arup.com

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Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]

### Data from First/Previous Workforce Analysis

<u> </u>	Ţ	<u> </u>
Data from S	ubsequent/Curre Analysis	nt Workforce

Data from Fi	rst/Previous Work	orce Analysis
YYYY	MM	DD
2016	01	22

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2017	12	31

		Table 1: Women		
		First/Previous Workforce Analysis		
E-male	nyment Fauity Occupational Crown (FFOC)	All Employees	Women	
լբարռ	oyment Equity Occupational Group (EEOG)		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
Total		130	44	24.0

Table 5: Women Subsequent/Current Workforce Analysis				
	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	ol	0.00		
ol	0	0.00		
2	2	65.20		
0	0	0.00		
0	ol	0.00		
0	ol	0.00		
0	ol	0.00		
231	72	30.1		

* Source:			
2011 Natio	nal Household	Survey	

* Source:			
2011 Nation	al Household	Survey	

Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]

# Data from First/Previous Workforce Analysis

<b>1</b>	<b>V</b>	<b>1</b>

2016	01	22
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2016	IVI IVI	22
WWW	3434	DD
Data from Fi	rst/Previous Work	force Analysis

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

**Table 6: Aboriginal Peoples** Subsequent/Current Workforce Analysis

Data from Subsequent/Current Workforce

Analysis

			2: Aboriginal Po	
		First/Previous Workforce Analysis		
Emple	oyment Equity Occupational Group (EEOG)	All Employees	Aborigina	l Peoples
Empr	Syment Equity Occupational Group (EEGG)		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
Total		130	0	1.4

All Employees	Aborigina	l 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	
2	0	0.70	
0	0	0.00	
0	0	0.00	
0	0	0.00	
0	0	0.00	
231	1	1.5	

* Source:	
2011 National Household Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]

### Data from First/Previous Workforce Analysis

↓ ↓

Data from S	ubsequent/Curr Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2016	01	22

2017	12	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Previous Workforce Analysis		
Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
բարռ	syment Equity Occupational Group (EEOG)		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
Total		130	43	23.9

Subsequent/Current Workforce Analysis		
All Employees	Members of Vis	ible 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
2	1	48.10
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
231	75	23.4

* Source:	
2011 National Household S	Survey

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Arup Canada Inc.

[Date: 2018-01-18]

### Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curro Analysis	ent Workforce
<b>↓</b>	<del> </del>	<b>\</b>

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	01	22

2017	12	31
VVVV	MIM	aa
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Dis	sabilities									
		First/Previous Workforce Analysis											
Emplo	yment Equity Occupational Group (EEOG)	All Employees	All Employees Persons with I										
rmbio	yment Equity Occupational Group (EEOG)		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 Dis	sabilities
Subsequent	/Current Workford	e 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
231	0	4.0

* Source:			
2012 Canadi	ın Survey on Dis	ability	

* Source:			
2012 Canadia	ın Survey on Disa	bility	

#### Federal Contractors Program Achievement Report Part 2: Flow Data Analysis

Arup Canada Inc.

[Date: 2018-01-18]

Start	Date of Flo	ow Data
YYYY	MM	DD
2016	01	22

End I	Date of Flow	Data
YYYY	MM	DD
2017	12	31

#### **Data from Form 4 - Employees** Hired

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																																							88	ж				33	w							
																	8	88		r	×	8	и	ı	в	8		3	3	g	8,	3	í																			

**Data from Form 6 - Employees** Terminated

Table 9: Women

		Table 1: Women			
	Full-time /	National	Part-time /	National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	
	#	#	#	#	
01 Senior Managers	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	o	0	
06 Supervisors: Crafts & Trades	0	0	o	0	
07 Administrative & Senior Clerical Personnel	9	8	ol	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	1	1	o	0	
11 Intermediate Sales & Service Personnel	0	0	o	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	ol	0	
14 Other Manual Workers	0	0	0	0	
Total	126	43	0	0	

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	o	0
49	14	0	0

Full-time	Full-time / National		/ 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
26	14	0	0

## 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 I	Date of Flow	Data
YYYY	MM	DD
2017	12	31

#### Data from Form 4 - Employees Hired

Table 2: Aberiginal Peoples

#### Data from Form 5 - Employees Promoted

Data from Form 6 - Employees
Terminated

	Tab	Table 2: Aboriginal Peoples				
	Full-time	/ National	Part-time	/ National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired		
	#	#	#	#		
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		
Total	126	0	0	] 0		

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	C	
0	0	0	C	
0	0	0	C	
1	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	0	
49	1	0	0	

Table 10: Aboriginal Peoples				
Full-time		Part-time		
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
3	0	0	0	
3	0	0	0	
19	0	0	C	
1	0	0	C	
0	0	0	C	
0	0	0	C	
0	0	0	C	
0	o	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
26	0	0	0	

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

Start	Date of Flov	Data
YYYY	MM	DD
2016	01	22

End I	Date of Flow	Data
YYYY	MM	DD
2017	12	31

#### **Data from Form 4 - Employees** Hired

#### Data from Form 5 - Employees Promoted

Terminated

	Ψ	Ψ	Ψ	ullet	
	Table	Table 3: Persons with Disabilities			
	Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	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	
Total	126	0	0	0	

Full-time / National		Part-time / Nationa	
All Employees Promoted	nployees Disabilities Employees		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
49	0	0	0

Table 1	1: Person	s with Disa	abilities
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
26	0	0	0

**Data from Form 6 - Employees** 

Part 2: Flow Data Analysis

Arup Canada Inc.

[Date: 2018-01-18]

Start	Date of Flow	Data
YYYY	MM	DD
2016	01	22

End I	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 o	f Visible N	<b>Ainorities</b>
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	18	2	0	0
03 Professionals	82	29	0	0
04 Semi-Professionals & Technicians	13	2	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	1	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
Total	126	34	0	0

Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
1	0	0	0
9	1	0	0
33	16	0	0
5	3	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
49	20	0	0

Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
3	0	0	0
3	0	0	0
19	6	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
26	6	0	0

# Federal Contractors Program Achievement Report Part 3: Goals Arup Canada Inc. [Date: 2018-01-18]

									Data	for First/I	revious (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	К÷С	(K - M + O) ÷ (C + F)
	↓	Ţ	1	<b>J</b>	<b>\</b>	↓ ↓	Ţ	<u> </u>	Ţ	Ţ	<b>1</b>	↓ ↓	1	Ţ	Ţ	<b>1</b>	Ţ	↓ ↓	J .
		Table 1: Women																	
		First/Previous Short-term Goals All Employees Women																	
		1		All E	<del>,</del>			T							omen			ı	1
	Number	Gree	wth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
<b>Employment Equity Occupational</b>			<del> </del>				ected	Anticipated Hires Over 3	YYYY-MM-DD Terminated Emple			Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	F10	Over 3	Actual	rioj	Over 3	Years	1111-000-00		Over 3	Over 3 Years	1111	· • • • • • • • • • • • • • • • • • • •	Availability	Trescur Gap	Gap	Representation	Years
	2016-01-22	Annually	Annually	Years	Annually	Annually	Years		2016-01-22	Annually	Years	icais	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	-7.2%	)	(	66.7%		0	0	1	0.0%	0	0	0		27.4%	0	0	20.0%	20.0%
02 Middle & Other Managers	4	109.9%		(	14.6%		0	0	3	0.0%	0	-1	0		38.9%	1	1	75.0%	75.0%
03 Professionals	106	12.5%	,	(	14.8%		0	0	36	0.0%	0	-13	0		22.0%	13	13	34.0%	34.0%
04 Semi-Professionals & Tech	13			(	5.7%		0	0	2	0.0%	0	1	0		25.5%	-1	-1	15.4%	
05 Supervisors	0	0.0%	,	(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	,	'	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	91.3%		'	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	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		'	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		'	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		'	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		'	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		'	0.0%		0	0	C	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!
Total	130	21.1%	,	] (	14.4%		0	0	44	0.0%	0	-13	0		24.0%	13	13	33.8%	33.8%

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

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

	workforce Analysis) = 2) x 10	v.				
						Table 2: Women
r	F-3-0		Wom	en		
	oyment Equity Occupational p (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
		#	%	#	%	
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	
	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total	·	4		5		

Federal Contractors Program Achievement Report	
Part 3: Goals	
Arup Canada Inc.	
[Date: 2018-01-18]	

									Data	for First/I	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>\</b>	Ţ	<b>↓</b>	<b>\</b>	Ţ	<b>↓</b>	Ţ	<b>↓</b>	1	Ţ	<b>\</b>	<b>↓</b>	Ţ	↓	Ţ	<b>↓</b>	1	<b>J</b>	↓
		Table 3: Aboriginal Peoples																	
		First/Previous Short-term Goals All Employees Aboriginal Peoples																	
		Transpar (Pontsonnest of Terminated 3 Year Guils																	
	Number	Gree	wth (New Posi	tions)		placement of Employees)	Terminated	Number Turnover (Replacement of											
Group (EEOG)	YYYY-MM-DD	Actual	Den	jected		Actual Projected			Anticipated Terminated Employees) R			Required	lequired		Present			Present	Projected Representation in 3
	1111-00	Actual	110,	Over 3	Actual	1100	Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2016-01-22	Annually	Annually	Years	Annually	Annually	Years		2016-01-22	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	-7.2%	)	(	66.7%		0	0	C	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	4	109.9%		C	14.6%		0	0	C	0.0%	0	0	0		2.2%	0	0	0.0%	0.0%
03 Professionals	106	12.5%		(	14.8%		0	0	C	0.0%	0	1	0		1.3%	-1	-1	0.0%	0.0%
04   Semi-Professionals & Tech	13			(	5.7%		0	0	C	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	91.3%		(	0.0%		0	0	C	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	130	21.1%	, i	(	14.4%		0	0	0	0.0%	0	2	0		1.4%	-2	-2	0.0%	0.0%

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

	workforce Analysis) = 2) x 10	0.				
						Table 4: Aboriginal Peoples
E	Forth Constitution		Aboriginal	Peoples		
	oyment Equity Occupational (EEOG)	Short-ter	rm Goals	Long-te	rm Goals	Comments
		#	%	#	%	
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	
	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		1		1		

# Federal Contractors Program Achievement Report Part 3: Goals Arup Canada Inc. [Date: 2018-01-18]

									Data f	or First/F	Previous (	Joals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	К÷С	(K - M + O) ÷ (C + F)
-	↓	↓	Ţ	1	1	<b>\</b>	<b>\</b>	↓	Ţ	Ţ	<b>\</b>	Ţ	Ţ	Ţ	↓	Į.	Ţ	<b>\</b>	<b>\</b>
										Persons									
									First/	Previous Sh	ort-term G	oals							
				All Er	nployees					1		· · · · · · · · · · · · · · · · · · ·			th Disabilities	S		1	ı
	Number	Gren	oth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals	1				
<b>Employment Equity Occupational</b>					An						Employees)	Required		n - To	Present		Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Pro	Vears	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Years				
	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-01-22	Annually	Over 3 Years	Vears	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	9	51.4%		(	40.7%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
03 Professionals	106	12.5%		(	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%		(	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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	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%
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		3.9%	0	0	#DIV/0!	#DIV/0!
Total	130	21.1%		(	14.4%		0	0	0	0.0%	0	#REF!	0		#REF!	-5	#REF!	0.0%	0.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> 1) x 100.
- 4 Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

					Table 6: Persons with Disabilities
Employment Equity Occupational	P	ersons with I			
Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
	#	%	#	%	
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	
Total	4		6		

Federal Contractors Program Achievement Report	
Part 3: Goals	
Arup Canada Inc.	
[Date: 2018-01-18]	

									Data	for First/I	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	Ţ	1	↓	↓	Ţ	J.	Ų.	Ţ	↓	<b>\</b>	Ţ	1	Ţ	<b>↓</b>	J	↓	↓	<b>1</b>
									Table 7: M										
									First	Previous Sl	nort-term G	oals							
				All En	aployees								M	embers of V	isible Minor	ities	,		
	Number	Cros	vth (New Posi	ione)	Turnover (Re		Terminated		Number				3 Year	Goals					
Employment Equity Occupational	Humba	0.00	in (iicii roai	ions,		Employees)		Anticipated	runner		eplacement of LEmployees)	Hires Required	From - To		Present		Projected	Present	Projected
Improyment Equity Occupational Froup (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 YYYY-MM-DD			•	Over 3 YYYY - YYYY			Availability				Representation in 3
0.04 (0.00)	2016-01-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-01-22	Annually	Over 3 Years	Years	2016	2019			·	•	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	-7.2%		C	66.7%		0	0	C	0.0%	0	1	0		10.1%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	4	109.9%		C	14.6%		0	0	C	0.0%	0	1	0		15.0%	-1	-1	0.0%	0.0%
03 Professionals	106	12.5%		C	14.8%		0	0	37		0	-11	0		24.3%	1	11	34.9%	34.9%
04   Semi-Professionals & Tech	13	13.270		C	5.7%		0	0	5	0.0%	0	-2	0		26.3%	2	2	38.5%	38.5%
05 Supervisors	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	91.3%		C	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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0		0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		0	0.0%		0	0		0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service 12 Semi-Skilled Manual	"	0.0%			0.0%		"	"		0.0%	1 0	١	0		0.0%		0	#DIV/0!	#DIV/0!
	"	0.0%			0.0%			1 0		0.0% 0.0%	1 0		0		0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
13 Other Sales & Service 14 Other Manual Workers	"	0.0%			0.0%		0			0.0%	"		0		0.0%		0	#DIV/0!	#DIV/0!
Total	130				14.4%		-	0	43		0	-12	0		23.9%	12	12		33.1%

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

	workforce Analysis) = 2) x 10	v.				
						Table 8: Members of Visible Minorities
т.	. F . G	Mei	mbers of Visi	ble Minori	ties	
	oyment Equity Occupational	Short-te	rm Goals	Long-te	rm Goals	Comments
	p (EEOG)	#	%	#	%	
01	Senior Managers		0.0	1	0.0	
02	Middle & Other Managers	(	0.0	1	0.0	
03	Professionals	(	0,0	0	0.0	
04	Semi-Professionals & Tech	(	0,0	0	0.0	
	Supervisors	(	0,0	0	0.0	
06	Supervisors: Crafts & Trades	(	0.0	0	0.0	
07	Administrative & Sr Clerical	(	0.0	0	0.0	
08	Skilled Sales & Service	(	0,0	0	0.0	
09	Skilled Crafts & Trades	(	0,0	0	0,0	
10	Clerical Personnel	(	0.0	0	0.0	
11	Intermediate Sales & Service	(	0.0	0	0.0	
12	Semi-Skilled Manual	(	0.0	0	0.0	
	Other Sales & Service	(	0.0	0	0.0	
14	Other Manual Workers	(	0.0	0	0.0	
Total	·	1	l]	2		

Federal Contractors Program Achievement Report	
Part 3: Goals	
Arup Canada Inc.	
[Date: 2018-01-18]	

									Data for	Subseque	nt/Curre	nt Goals							
AB	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	К÷С	(K - M + O) ÷ (C + F)
		Ų.	Ţ	↓	Ţ	Ţ	Ţ	<b>1</b>	Ţ	Ţ	1	↓	1	Ţ	↓	Ţ	Ţ	1	<b>1</b>
		Table 9: Women Subsequent/Current Short-term Goals																	
									Subsequ	ent/Current	Short-tern	n Goals							
				All Er	nployees			· · · · · · · · · · · · · · · · · · ·							omen			ı	,
	Number	Gree	wth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (Re	enlacement of	Hires		r Goals					
<b>Employment Equity Occupational</b>			1					Anticipated Hires Over 3		Terminated		Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual				YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-12-31	Annually	Over 3 Years	Years	2017	2020					
	#	%	%	#	%	%	#	#	#	%	#	#	H	%	%	#	#	%	%
01 Senior Managers	4	-7.2%		1	66.7%	10.0%	1	1	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	10.0%	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	37	1	2.6%			2.0%	2	5	1	2.0%	0	9	2	38.9%	38.9%	-7	-7	18.9%	22.5%
03 Professionals	151	12.5%	6.9%	3	1 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%	,	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	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	91.3%	,	(	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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	,	(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	2	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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%			0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	231	21.1%		] (	14.4%		0	0	72	0.0%	0	-2	0		30.1%	2	2	31.2%	31.2%

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

+	Workforce Analysis) ÷ 2) x 10	0.			
					Table 10: Women
Emn	oyment Equity Occupational		Women		
	p (EEOG)	Short-term Go	oals Long-te	rm Goals	Comments
			%	%	
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%		
Total			0.0%		

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Part 3: Goals	
Arup Canada Inc.	
[Date: 2018-01-18]	

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		Ţ	Ţ	1	<b>↓</b>	↓	Ţ	1	1	1	<b>\</b>	Ţ	Ţ	<b>↓</b>	↓	↓	Ţ	↓	<b>↓</b>
										11: Abor									
									Subsequ	ent/Current	Short-tern	1 Goals							
		,		All En	aployees										nal Peoples				,
	Number	C	oth (New Posi	innet	Turnover (Re		Terminated		Number				3 Year	Goals					
Employment Facility Occupational	Number	Gion	am (nea 10sa	wasi		Employees)		Anticipated	Number	Turnover (Re		Hires	Fron	a - To					Projected
mployment Equity Occupational Froup (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 YYYY-MM-DD			employees,	Required Over 3	YYYY	- YYYY	/YY Present Availability		Projected Gap	Present Representation	Representation in 3
Group (EECG)	2017 12 21			Over 3			Over 3	Years	2017-12-31		Over 3	Years	2017	2020			Oup	representation	Years
	2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	Years		2017	2020					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	4	-7.2%		C	66.7%	10.0%	1	1	C	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	C	2.0%	0	1	0	2.2%	2.2%	-1	-1	0.0%	0.0%
03 Professionals	151	12.5%	6.9%	31		4.0%	18	49	1	4.0%	0	1	1	1.3%	1.3%	-1	0	0.7%	1.1%
04 Semi-Professionals & Tech	22		5.0%	3	0.7,0	1.0%	1	4	C	1.0%	0	0	0		1.4%	0	0	0.0%	0.0%
05 Supervisors	1	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	91.3%		C	0.0%	1.0%	0	0	C	1.0%	0	0	0		1.1%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	2	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.7%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	231	21.1%		(C	14.4%		0	0	1	0.0%	0	1 2	0		1.5%	-2	-2	0.4%	0.4%

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

workforce Analysis) = 2) x 1					
					Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples		
Group (EEOG)	Short-teri	m Goals	Long-ter	m Goals	Comments
-		%		%	
01 Senior Managers		0.0%			
02 Middle & Other Managers		2.2%			reseach on organizations and non-for profits specific to attracting aboriginal people; post on these sites and do further outreach
03 Professionals		1.3%			reseach 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%			
Total		0.0%			

# Federal Contractors Program Achievement Report Part 3: Goals Arup Canada Inc. [Date: 2018-01-18]

	Data for Subsequent/Current Goals																		
A B	С	D	E	F	G	H	I	J	K	L	M	N	0	Р	0	R	S	Т	U
					·			A		^						·			
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
-	↓	Ţ	1	<b>\</b>	Ţ	Ţ	<b>\</b>	<b>↓</b>	Ţ	Ţ	<b>\</b>	Ţ	Ţ	↓	Ţ	<b>\</b>	↓	Ţ	<b>1</b>
								Table 13: Persons with Disabilities											
				AUT	plovees				Subsequ	ent/Current	Short-tern	n Goals		D	th Disabilities				
				All Ell	i i		<b></b>	T		T		1	3 Year		th Disabilities	·			
	Number	Grov	vth (New Posit	ions)	Turnover (Re	Employees)	Terminated	Anticipated	Number	Turnover (Re		Hires		n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	Terminated	Terminated Employees)		YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)	2017-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Vears	2017-12-31	Annually	Over 3 Years	Over 3 Years	2017	2020	Avanabiniy		Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	9/a	#	#	%	%
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	1 1	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 06 Supervisors: Crafts & Trades	1	0.0% 0.0%	5.0%	0	0.0% 0.0%	1.0%	0	0	0	1.0% 0.0%	0	0	0		13.9% 0.0%	1 0	0	0.0% #DIV/0!	0.0% #DIV/0!
07 Administrative & Sr Clerical	14	91.3%		0	0.0%		0	"	0	0.0%	١	0	0		3.4%		0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%	1.0%	0	١ ٥	0	1.0%	١		0		0.0%		0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	ő	0.0%		0	0.0%	1.070	0	0	0	0.0%	ن ا	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!
Total	231	21.1%		0	14.4%		0	0	0	0.0%	0	9	0		4.0%	-9	-9	0.0%	0.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

					Table 14: Persons with Disabilities
Employment Equity Occupational			Disabilities		
Group (EEOG)	Short-term G	oals	Long-terr	n Goals	Comments
•		%		%	
01/02 Managers		4.3%			reseach on organizations and non-for profits specific to attracting persons with disabilities; post on these sites and do further outreach
03 Professionals		3.8%			reseach 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%			reseach 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%			
Total		0.0%			

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Part 3: Goals	
Arup Canada Inc.	
[Date: 2018-01-18]	

									Data for	Subseque	nt/Curre	nt Goals											
A B	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U				
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)				
	↓	↓	Ţ	<b>\</b>	Ţ	Ţ	Ţ	<b>\</b>	Ţ	Ţ	↓	Ţ	Ţ	↓	↓	1	Ţ	<b>↓</b>	<b>1</b>				
		Table 15: Members of Visible Minorities Subsequent/Current Short-term Goals																					
									Subsequent/Current Short-term Goals														
				All Er	nployees								M	embers of <b>V</b>	/isible Minori	ities							
	Number	·	wth (New Posis	dans.	Turnover (R	eplacement of	Terminated		Number	Turnover (Replacement of Terminated Employees)			3 Year Goals			i							
Employment Equity Occupational	Number	Gro	иш имен гозп	nousi		Employees)		Anticipated	Number			Lines	From - To		_			_	Projected				
Group (EEOG)	YYYY-MM-DD Actual Projected			Actual	Proje	ected	Hires Over 3	YYYY-MM-DD			Required Over 3	YYYY - YYYY		Present G. Availability		Projected Gap	Present Representation	Representation in 3					
Group (EEOG)	******					Over 3		Years	2015 12 21	l	Over 3	Years	2017	2020	Avanabing		Оар	,	Years				
	2017-12-31	Annually	Annually	Years	Annually	Annually	Years		2017-12-31	Annually	Years		2017	2020									
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%				
01 Senior Managers	4	-7.2%	,	(	66.7%	10.0%	1	1	(	10.0%	0	0	0		10.1%	0	0	0.0%	0.0%				
02 Middle & Other Managers	37	109.9%	2.6%	3		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		4.0%	18	49	64	1.0,0	8	-11	0		24.8%	27	11	42.4%	30.8%				
04   Semi-Professionals & Tech	22	1	5.0%	3		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		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	#DIV/0!	#DIV/0!				
07 Administrative & Sr Clerical	14	91.3%	,	(	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	#DIV/0!	#DIV/0!				
09 Skilled Crafts & Trades	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
10 Clerical Personnel	2	0.0%		(	0.0%		0	0	1	0.0%	0	0	0		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	#DIV/0!	#DIV/0!				
12 Semi-Skilled Manual	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
13 Other Sales & Service	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
14 Other Manual Workers	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
Total	231	21.1%		(	14.4%		0	0	75	0.0%	0	-21	0		23.4%	21	21	32.5%	32.5%				

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

	workforce Analysis) = 2) x 10	0.		
				Table 16: Members of Visible Minorities
Email	oyment Equity Occupational	Members of Visib	le Minorities	
	p (EEOG)	Short-term Goals	Long-term Goals	Comments
		%	%	
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 monorities 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 monorities 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 monorities 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%		
Total		0.0%		

	Federal Contractors Program Achievement Report Part 4: Results - Women																							
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Em	ployment Equity					orce An	•								T		Data A	•			T			
30000000	cupational Group	Year			·······································	orkforce/ Wor						Hires W	omen .				Promotio W	ns omen			1 er	minatio W	ons omen	
(EF	EOG)		All Employees	Represe		Avails		Gap	EE Result	All Employees	Act	-	Expected	Difference	All Employees	A	tual	Expected	Difference	All Employees	Actu		Expected	Difference
		# 2016	# 5	# 1	20.0	% 27.4	#	# 0	73.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2017	4	0	0.0	27.4	1	-1	0.0	2	0	0.0	1	-1	1		0.0	0	0	3	1	33.3	1	0
02	Middle & Other	2016	4			-		1	192.8				_					_						
-	Managers	2017 2016	37 106	· · ·	18.9 34.0	38.9 22.0			48.6 154.4	18	1	5.6	7	-6	9	3	33.3	7	-4	3	1	33.3	2	-1
03	Professionals	2017	151	48	31.8	23.4	35		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 2017	13 22			25.5 25.9		-1	60.3 35.1	13	1	7.7	3	-2	5	1	20.0	1	0	1	0	0.0	0	
05		2017	0					0	0.0	13	1	7.7	3	-2		1	20.0	1	0	1	0	0.0	0	
	Supervisors	2017	1	1	100.0	53.0		0	188.7	1	1	100.0	1	0	0	C	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016 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
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	EOG)		All Employees			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Jumen	LS .				
		#	H	Ħ	%	Ħ	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	2017	0	-1	0.0		0.0	0.0	0.0		0.0	0.0	0.0											
	Middle & Other	2020 2017	24	-1 3	0.0 12.5		0.0	0.3	0.0	0	0.0	0.0	0.0											
02	Managers	2020	24	- i			0.0	0.0	3213.4		0.0	0.0												
03	Professionals	2017	96				0.0	0.0	0.0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0.0	0.0												
	Semi-Professionals & 2017		96 17			000000000000000000000000000000000000000	50.0	0.2	12464.4 0.0		40.0	0.0												
04 Technicians 2020 17 2 11.8						-	0.3	4542.4		-	0.0	0.0												
05	Supervisors	2017 2020	1	1	100.0 100.0	0	0.0	0.0	0.0		0.0	0.0												
06	Supervisors: Crafts &	2017	0	- 1		0	0.0	0.0	0.0		0.0	0.0	0.0											
00	Trades	2020	0	0	0.0			0.0	0.0			0.0	0.0											

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	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Administrative &	2016	2		100.0	80.1	2	0	124.8	+														
Senior Clerical Skilled Sales &	2017	14	<del> </del>	85.7 0.0	80.6		0	106.3	+	8	88.9	7	1	l l	. 1	100.0	1	(	0	0	0.0	0	0
08 Service Personnel	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
09 Skilled Crafts &	2016	0	ı v	0.0		l	0	0.0	-														
Trades Workers	2017 2016	0	0	0.0			0	0.0		0	0.0	0	0	C	0	0.0	0	(	0	0	0.0	0	0
10 Clerical Personnel	2017	2	2	100.0	65.2		1	153.4		1	100.0	1	0	C	0	0.0	0	(	0	0	0.0	0	0
11 Intermediate Sales &	2016	0	0	0.0			0	0.0															
Service Personnel	2017	0	0	0.0			0	0.0	+	0	0.0	0	0	C	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	C	0	0.0	0	(	0	0	0.0	0	0
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Occupational Group (EEOG)		All Employees			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(	Commen	ITS				
(	#	#				Goal Met		Goal Met		Goal Met		Goal Met											
Administrative &	2017	# 10	# 9	90.0	# 0	0.0	<b>%</b>	<b>%</b>	# 0	0.0	<b>%</b>	% 0.0											
07 Senior Clerical	2020	10	1	90.0			0.0	0.0			0.0	0.0											
08 Skilled Sales & Service Personnel	2017	0	_ `i	0.0		0.0	0.0	0.0		0.0	0.0	0.0											
O9 Skilled Crafts &	2020 2017	0		0.0		0.0	0.0	0.0		0.0	0.0												
09 Trades Workers	2020	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												
Intermediate Sales &	2017	0		0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
Service Personnel	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	anno con con con con con con con con con	0.0	0.0	0.0		0.0	0.0												
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	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
Personnel	2017 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2010	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
Total	2016	130	44	33.8	24.0		13	141.0															
Total	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	Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals		Part 3: Goals		Part 3: Goals	F ÷ M x 100											
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(EEOG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommen	LS				
	#	#	#	%	#	%	%	%	#	9/6	%	%											
Other Sales & Service Personnel	2017	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												
14 Other Manual Workers	2020	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												
	2020	149	43	28.9			0.0	0.0			0.0	0.0											

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										Part 5	: Result	s - Abo	riginal	Peoples										
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Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
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E	ployment Equity			V		orce An	•					***			T	Flow E		•		T				
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		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	Ħ	#	#	%	#	#
01	Senior Managers	2016 2017	5	0	0.0	2.9 2.9		0	0.0	-	0	0.0	0	C	) 1	0	0.0	0	0	3	0	0.0	0	
02	Middle & Other	2016	4	0	0.0	2.2		0	0.0			0.0	· ·		1		0.0	·		, ,		0.0		
02	Managers	2017	37	0	0.0	2.2		-1	0.0	<b>.</b>	0	0.0	0	C	) 9	0	0.0	0	0	3	0	0.0	0	0
03	Professionals	2016 2017	106 151	0	0.0 0.7	1.3 1.3		-1 -1	0.0 50.9		0	0.0	1	-1	33	1	3.0	0	1	. 19	0	0.0	0	0
04	Semi-Professionals &	2016	13	0	0.0	1.2	<del> </del>	0	0.0			0.0					3.0	Ů	1			0.0		
-04	Technicians	2017	22	0	0.0	1.4		0	0.0		0	0.0	0	C	) 5	0	0.0	0	0	1	0	0.0	0	0
05	Supervisors	2016 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
06	Supervisors: Crafts &	2016	0	0	0.0	0.0	-	0	0.0	<del> </del>			·					· ·	·					
	Trades	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷M x 100											
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	ployment Equity	Year	F	low Data Aboriginal	Pannler		Short-te	rm Goals al Peoples			Long-ter Aborigina							,	4	4				
	cupational Group EOG)		All Employees			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(	Commen	us				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Ω1	Senior Managers	2017	0	0	0.0	0	0.0	0.0	0.0			0.0	0.0											
01	Ť	2020	0	0	0.0		0.0	0.0	0.0			0.0	0.0											
02	Middle & Other Managers	2017 2020	24	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
03	Professionals	2017	96		1.0	1	100.0	0.0	0.0	1	100.0	0.0	0.0											
	Semi-Professionals &	2020 2017	96 17	1 0	0.0	0	0,0	0.0	8012.8 0.0	200000000000000000000000000000000000000	0.0	0.0	0.0											
04	Technicians	2020	17	0	0.0		0.0	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													
	Supervisors: Crafts &	2020 2017	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0												
06	Trades	2020	0	0	0.0			0.0	0.0	***************************************		0.0												

								Feder	al Contr	actors	Progra	m Achie	vemen	t Report									
									Part 5	: Result	ts - Abo	riginal	People:	S									
										Arup	Canac	la Inc.											
										[Date	e: 2018-	01-18]											
										-		-											
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysi:			P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
		Analysis	Analysis	X 100	Analysis				Data Analysis	Analysis			<u> </u>		Analysis					Analysis	100		
		<del>     </del>		<u> </u>	<u> </u>	<u> </u>			<u> </u>				<u> </u>	↓	<u>↓</u>	<u> </u>	<u> </u>		<u> </u>		<u> </u>		
<b>Employment Equity</b>					orce An orkforce						111			<del></del>		Data A	•		ı	Tr.			
Occupational Group	Year		1	- "	Aborigina						Hires	inal Peoples			r	romotioi Aborioi	nal Peoples			1 6	rminatio	nal Peoples	
(EEOG)		All Employees	Represe	entation	Avails	·····	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employee	S Act		Expected	Difference	All Employees	Acti		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative &	2016	2	0	0.0	0.8	0	0	0.0															
Senior Clerical	2017	14			1.1	0	0	0.0	9	0	0.0	0		0	1 0	0.0	0	0	0	0	0.0	0	0
08 Skilled Sales &	2016	0	· ·	0.0	0.0	0	0	0.0		ļ											0.0		
Service Personnel Skilled Crafts &	2017 2016	0	0	0.0	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
09 Trades Workers	2010	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
10 CL : 1D 1	2016	0	0		0.0	0	0	0.0		Ť	1 212	<u> </u>			Y Y								Ť
10 Clerical Personnel	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
Intermediate Sales		0	0	0.0	0.0	0	0	0.0															
Service Personnel	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
12 Semi-Skilled Manua Workers	2016	0	0	0.0 0.0	0.0	0	0	0.0	0		0.0	0		0	0 0	0.0	0	0	0	0	0.0	0	
<u> </u>	2017	<u> </u>	,	0.0	0.0			0.0			1 0.0				<u>*  *:</u>	0.0				1 "			
Data sources:		Part 2: Flow Data Analysis		E ÷ <b>D</b> 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	**										
		J. J.	Analysis	I	<u> </u>	L L	J	<b>I</b>	<u> </u>	<u> </u>	J	J J											
		· · · · · · · · · · · · · · · · · · ·	v Entrai	nte	<u> </u>	Ψ	Ψ	<u> </u>	oals	<u> </u>	Ψ	<u> </u>											
			low Data			Chart to	m Cook			Long ton	m Cools												
Employment Equity Occupational Group	Year	F	Aborigina			Short-ter Aborigina		,		Long-ter Aborigina							r	ommen	te				
(EEOG)		All Employees			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Junieli	1.3				
			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			Goal Met		Goal Met	Guai	Goal Met		Goal Met											
Administrative &	2017	# 10	# 0	<b>%</b>	# 0	<b>%</b>	0.0	<b>%</b>	#	0.0	0.0	0.0											
07 Senior Clerical	2017	10			0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Skilled Sales &	2017	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08 Service Personnel	2020	0	0	0.0			0.0	0.0			0.0	0.0											
09 Skilled Crafts &	2017	0	0		0	0.0	0.0		0	0.0	0.0		_										
Trades Workers	2020 2017	0	0		0	0.0	0.0	0.0		0.0	0.0												
10 Clerical Personnel	2020		0		0	0.0	0.0	0.0	0	0.0	0.0		-										
Intermediate Sales		0	0		0	0.0	0.0		0	0.0	0.0		-										
Service Personnel	2020		0			0.0	0.0	0.0			0.0												
12   Semi-Skilled Manua Workers	2017		0		0	0.0	0.0		0	0.0	0.0												
WOIKCIS	2020	1 0	1 0	0.0			0.0	0.0			0.0	1 0.0											

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										Arup	Cana	la Inc.											
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A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	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			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
		<del> </del>			↓				<b></b>	<b>\</b>					Τ								↓
			1		rce An												nalysis						
Employment Equity Occupational Group	Year			W	orkforce						Hires	inal Peoples			1	romotio				Te	rminatio		
(EEOG)		All Employees	Represer	ntation	Aborigina Availa		Gap	EE Result	All Employees	Ac	Aborig tual	Expected	Difference	All Employee	s A	Aborig tual	Expected	Difference	All Employees	Act	Aborig	Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
Personnel	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
14 Other Manual Workers	2016 2017	0	0	0.0	0.0		0	0.0	0		0.0	0	0			0.0		0	) 0	0	0.0	0	0
T . 1	2016	130	0	0.0	1.4		-2	0.0	0	<u> </u>	0.0				1	0.0			, 0	0	0.0	· ·	
Total	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
		······································									 E	1											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ <b>D</b> 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											
2		Ţ	Ų.	Ų.	<b>V</b>	Ţ	<b>↓</b>	Ţ	<b>↓</b>	↓	Ţ	<b>↓</b>											
		New	Entran	its				G	oals														
Employment Equity	Year	Fl	ow Data				rm Goals			Long-ter													
Occupational Group		All Employees	Aboriginal	Peoples		Aborigin Percent of	al Peoples	Percent of		Aborigina Percent of	l Peoples	Percent of					(	Commen	its				
(EEOG)		,	Actu	ıal	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	9/6											
Other Sales & Service Personnel	2017 2020	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												
14 Other Manual Workers	2020	0	0	0.0	0	3,0	0.0	0.0		3.0	0.0												
Total	2017	149	1	0.7	1	100.0	0.0	0.0	1	100.0	0.0												
1000	2020	149	1	0.7			0.0	0.0			0.0	0.0											

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										Part 6: R				Disabiliti	es									
												Canac												
											[Date	: 2018-	V1-18j											
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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P 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
			<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>		<b>.</b>	↓	<u> </u>	<u> </u>		<b>1</b>	<u> </u>	<u> </u>	<u> </u>	<u> </u>		<u> </u>	Ψ		
Employment Equi	itv			v		orce An orkforce						Hires			Τ		Jata A romotio	nalysis		Ι	Teri	ninatio	ns	
Occupational Gro		Year	All Employees			Persons with				All Employees			ith Disabilitie	s	All Employees			ith Disabilitie	S	All Employees			h Disabilities	
(EEOG)	-	#	#	Represent	ation %	Availa %	bility #	Gap	EE Result	#	Act	tual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #	#	Actua	l %	Expected #	Difference #
01		2016	9	0	0.0	4.3	0	0	0.0		F	/0	#	#	F	#	76	#	#	#	4	70	,	
& Managers 02		2017	41	0	0.0	4.3	2	-2	0.0	20	0	0.0	1	-1	10	0	0.0	0	0	6	0	0.0	0	0
03 Professionals		2016	106	0	0.0	3.8	4	-4	0.0		0	0.0	2		22		0.0			10		0.0		
04 Semi-Professiona		2017 2016	151 13	0	0.0	3.8 4.6	1	-6 -1	0.0		0	0.0	3	-3	33	0	0.0	0	0	19	0	0.0	0	
Technicians		2017 2016	22	0	0.0	4.6 0.0	1	-1	0.0		0	0.0	1	-1	5	0	0.0	0	0	1	0	0.0	0	0
05 Supervisors	_	2016	1	0	0.0	13.9	0	0	0.0		0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Cra Trades	L	2016 2017	0	0	0.0	0.0	0	0	0.0	<b>.</b>	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
		2017	v		0.0	0.0	· ·		0.0			0.0			·1 ·	l ºi	0.0			0		0.0	<u>~</u> I	
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F ÷ M x 100											
3			Ψ.	<b>\</b>	1	V	Ţ	Ţ	Ţ	1	<b>\</b>	J.	↓											
				/ Entrant low Data	ts		Chart to	Coole		oals	Long ton	Coole												
Employment Equi Occupational Gro		Year	Г	Persons Disabili				rm Goals h Disabilities			Long-ter							(	Commen	fe				
(EEOG)	-1		All Employees	Actua		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of											
	-	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01 & Managers		2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0											
02 Printingers		2020	24	0	0.0			0.0	0.0			0.00	0.0											
03 Professionals		2017 2020	96 96	0	0.0	3	0.0	0.0	0.0		0.0	0.00	0.0											
04 Semi-Professiona Technicians	_	2017 2020	17 17	0	0.0	1	0.0	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											
06 Supervisors: Cra	ıfts &	2020 2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0											
Trades		2020	0	0	0.0			0.0	0.0			0.00	0.0											

										al Contr Part 6: R	esults -	Person	s with I		-									
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Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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E.	ployment Equity					orce An						***			т		Data A			Т				
	cupational Group	Year			·······································	Vorkforce Persons with						Hires Persons w	ith Disabilitie			P	romotio	18 th Disabilitie			l e	rminatio	ns th Disabilitie	ς.
	EOG)		All Employees	Repres	entation	Avails		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act	tual	Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	Ħ	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2016 2017	2	0	0.0	3.4	0	0	0.0		0	0.0	ļ	,	1	0	0.0	0	0		0	0.0	0	
-	Skilled Sales &	2017	0	0		-	0	0	0.0	9	0	0.0	0	,	1	. 0	0.0	0	0	0	0	0.0	0	0
08	Service Personnel	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
09	Skilled Crafts &	2016	0	0	0.0	0.0	0	0	0.0															
	Trades Workers	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
10	Clerical Personnel	2016 2017	2	0	0.0	0.0 7.0	0	0	0.0	1	0	0.0	<b>—</b>	(		) 0	0.0	0	0		0	0.0	0	0
-	Intermediate Sales &	2016	0	0				0	0.0	1	<del>                                     </del>	0.0		,		,	0.0		0		0	0.0	0	
11	Service Personnel	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
12	Semi-Skilled Manual	2016	0	0	0.0		0	0	0.0															
_	Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(		0	0.0	0	0	1 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÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
i			Ţ	Ţ	Ţ	Ψ.	Į į	Ţ	Ψ	. ↓	Ψ.	Ţ	Ψ.											
			New	Entra	nts				G	oals														
En	ployment Equity		F	ow Data			Short-ter	m Goal	s		Long-ter	m Goals												
	cupational Group	Year		Persoi Disat	ns with pilities		Persons with	ı Disabilitie:	ş.		Persons with	Disabilities						(	Commen	ts				
(E)	EOG)		All Employees	Ac	tual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of											
		#	#	#	%	#	Goal Met %	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	2017	10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
07	Senior Clerical	2020	10	0	0.0			0.0				0.0	0.0											
08	Skilled Sales & Service Personnel	2017 2020	0				0.0	0.0		0	0.0	0.0												
	Skilled Crafts &	2020	0	0			0.0	0.0		0	0.0	0.0												
09	Trades Workers	2020	0	0			0.0	0.0			0.0	0.0												
10	Clerical Personnel	2017 2020	1	0			0.0	0.0		0	0.0	0.0	0.0											
11	Intermediate Sales &	2017	0	0			0.0	0.0	-	0	0.0	0.0												
11	Service Personnel	2020	0	0	0.0			0.0				0.0	0.0											
12	Semi-Skilled Manual	2017	0	0			0.0	0.0		0	0.0	0.0												
	Workers	2020	0	0	0.0			0.0	0.0			0.0	0.0											

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										[Date	: 2018-	01-18]											
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Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	Е-Н	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L - N	Part 2: Flow	Part 2: Flow Data	O ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V-X
Butta Sources.		Analysis	Analysis	x 100	Analysis	÷ 100	D-11	x 100	Data Analysis	Analysis	x 100	K A G + 100	D-IV	Data Analysis	Analysis		1 X1 · 100	Q-3	Data Analysis	Analysis	100	U A 1 · 100	1 - 21
		<b>1</b>	↓	_↓	↓	1	1	↓	Ψ	<u> </u>	<u> </u>	1	<b>\</b>	1	1	↓	↓	<b>1</b>	Ψ.	↓	<b>1</b>	<u> </u>	
r i er			V		orce An	•								·	Flow I				·				
Employment Equity Occupational Group	Year	ı			orkforce Persons with						Hires	ith Disabilitie				romotio	18 ith Disabilitie			Te	rminatio	ns ith Disabiliti	
(EEOG)		All Employees	Represen		Avails		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Act	tual	Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0												0			
Personnel	2017 2016	0	0	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	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
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	(	26	0	0.0	(	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
3		Ţ	1	Ţ	<b>V</b>	1	Ψ	Ţ	Ų	<u> </u>	Ţ	Ţ	•										
			Entran	ts				G	oals														
Employment Equity	Year	Fl	ow Data Persons	with			m Goals			Long-teri													
Occupational Group	1 Cai	All Employees	Disabili				Disabilities		1	Persons with	Disabilities						(	Commen	its				
(EEOG)		•	Actus	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service Personnel	2017 2020	0	0	0.0	0	0.0	0.0	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											
14 Other Manual Workers	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											

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02	Middle & Other	2017 2016	4	0	0.0	10.1 15.0	1	-1	0.0		0	0.0	0	0	) 1	0	0.0	0	0	3	0	0.0	0	
	Managers	2017 2016	37 106	37	8.1 34.9	15.0 24.3	6 26	-3 11	54.1 143.6	18	2	11.1	3	-1	. 9	1	11.1	0	1	3	0	0.0	0	0
03	Professionals	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 2017	13 22	5	38.5 22.7	26.3 25.3	3	2 -1	146.2 89.8	13	2	15.4	3	-1	5	3	60.0	2	1	1	0	0.0	0	
05	Supervisors	2016	0	0	0.0	0.0	0	0	0.0			13,4	,	-1	. ,	J.	00.0		1	1	V <sub>1</sub>	0.0	Ů,	
	Supervisors: Crafts &	2017 2016	1	0	0.0	45.8 0.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Trades	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
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01	Senior Managers	2017	# 0	# 0	0.0	# 1	0.0	<b>%</b>	0.0	# 1	0.0	0.0												
	Middle & Other	2020 2017	24	3	0.0 12.5	0	0.0	0.0	0.0		300.0	0.0	<del> </del>											
02	Managers	2020	24	3	12.5	V	0.0	0.0	8333.3		300.0	0.0												
03	Professionals	2017 2020	96 96	39 39	40.6 40.6	0	0.0	0.0	0.0		0.0	0.0												
04	Semi-Professionals & Technicians	2017 2020	17 17	5	29.4 29.4	0	0.0	0.0	0.0 11625.2		0.0	0.0	0.0											
05	Supervisors	2017 2020	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts & Trades	2017 2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											

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07	Administrative &	2016	2	1	50.0	37.3	1	0	134.0															
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08	Service Personnel	2017	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 &	2016	0	0		0.0	0	0	0.0															
	Trades Workers	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
10	Clerical Personnel	2016 2017	0	0	50.0	0.0 48.1	0	0	0.0 104.0	1	0	0.0			0	0 0	0.0	0	0		0	0.0		
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11	Service Personnel	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
12	Semi-Skilled Manual Workers	2016 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0			0	0 0	0.0		0		0	0.0	) (	
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0.7	Administrative &	2017	10	1	10.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
07	Senior Clerical	2020	10	1	10.0			0.3				0.0												
08	Skilled Sales &	2017	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
	Service Personnel	2020 2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
09	Skilled Crafts & Trades Workers	2020	0	0			0.0	0.0		0	0.0	0.0		_										
10	Clerical Personnel	2017 2020	1	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
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Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
Personnel	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
14 Other Manual Workers	2016 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
T + 1	2016	130	43	33.1	23.9	31	12	138.4		Ŭ	0.0	0			, v	0.0				Ŭ	0.0		
Total	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 E Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F÷M x 100											
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Other Sales & Service	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Personnel	2020 2017	0	0	0.0	n	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 Other Manual Workers	2020	0	0	0.0	U	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	2	2400.0	0.0	0.0											
1 Otal	2020	149	48	32.2			0.0	0.0			0.0	0.0											

# Pages 1026 to / à 1028 are duplicates sont des duplicatas

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

		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 were 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
⊠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/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& ga=2.252268041.1845905918.1519931408-1912045188.1507820070

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 AMTo:'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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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): <a href="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</a>.

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 underrepresented; 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 <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (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 <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.

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



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 <a href="mailto:mariejosee.lemery@labour-travail.gc.ca">mariejosee.lemery@labour-travail.gc.ca</a> or by phone at 819-654-3388.

Have a great week end.

### **Sylvie Fortin**

Programme du travail Emploi et Développment social Canada / Gouvernement du Canada 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 / Tél.: 819-654-4324



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**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]

Sent: Tuesday, May 15, 2018 10:34 AM

To: Martha Vasquez < 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@hrsdc-rhdcc.gc.ca

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



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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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