



s.24(1)

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization ARCADIS Canada Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 54162	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) <input checked="" type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 4005 Hickory Drive	City Mississauga	Province Ontario	Postal Code L4W 1L1
Telephone Number 905-614-1978			

EMPLOYMENT EQUITY CONTACT			
Name (print) Natasha Cerra	Title HR Generalist	Telephone Number 905-614-1978	E-mail Address natasha.cerra@arcadis.com
		Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY		
<p>NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p>		
Name (print) Thomas Franz	Title President	
Telephone Number 905-614-1978	E-mail Address thomas.franz@arcadis.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Signature 	Date (YYYY-MM-DD) 2015-10-29	

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

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



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

Reporting Period 2015-09-04 to 2018-07-16

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	199	17	0	216	Calgary	6	1	0	7
Québec	14	2	0	16	Halifax	5	0	0	5
Nova Scotia	5	0	0	5	Montréal	14	2	0	16
British Columbia	22	2	0	24	Toronto	120	5	0	125
Saskatchewan	4	0	0	4	Vancouver	18	1	0	19
Alberta	6	1	0	7	Ottawa - Gatineau	24	3	0	27
Total Employees in Canada				272	Kitchener - Cambridge - Waterloo	20	1	0	21
					Saskatoon	4	0	0	4
					Victoria	4	1	0	5
					Ont. less CMAs	35	8	0	43
					Total Employees in Canada				272



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	5	1				2	1	1	2	1	1
	Total	6	5	1				2	1	1	2	1	1
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26	18	8	1	1		3	2	1	3	2	1
	Total	26	18	8	1	1		3	2	1	3	2	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	128	76	52	1	1		27	14	13	35	20	15
	Total	128	76	52	1	1		27	14	13	35	20	15
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	72	50	22	3	3		7	6	1	8	7	1
	Total	72	50	22	3	3		7	6	1	8	7	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2				1		1	1		1
	Total	2		2				1		1	1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	15	2	13	1		1	7	1	6	7	1	6
	Total	15	2	13	1		1	7	1	6	7	1	6
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1				1		1	1		1
	Total	1		1				1		1	1		1
Total Number of Employees		250	151	99	6	5	1	48	24	24	57	31	26



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National

Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	8	4	1	1		2	2		2	2	
	Total	12	8	4	1	1		2	2		2	2	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	5	2									
	Total	7	5	2									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Total Number of Employees		22	14	8	1	1		2	2		2	2	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario

Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	5	1				2	1	1	2	1	1
	Total	6	5	1				2	1	1	2	1	1
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	19	13	6				2	1	1	2	1	1
	Total	19	13	6				2	1	1	2	1	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	92	56	36	1	1		24	13	11	32	19	13
	Total	92	56	36	1	1		24	13	11	32	19	13
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	65	44	21	3	3		6	5	1	7	6	1
	Total	65	44	21	3	3		6	5	1	7	6	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2				1		1	1		1
	Total	2		2				1		1	1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	1	13	1		1	7	1	6	7	1	6
	Total	14	1	13	1		1	7	1	6	7	1	6
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1				1		1	1		1
	Total	1		1				1		1	1		1
Total Number of Employees		199	119	80	5	4	1	43	21	22	52	28	24



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / Ontario

Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	6	3				2	2		2	2	
	Total	9	6	3				2	2		2	2	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	5	2									
	Total	7	5	2									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		17	11	6				2	2		2	2	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Québec

Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	5	4									
	Total	9	5	4									
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1									
	Total	3	2	1									
Total Number of Employees		14	9	5									



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / Québec

Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		2	1	1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Nova Scotia
Reporting Period 2015-09-04 to 2018-07-16

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1				1	1		1	1	
	Total	2	1	1				1	1		1	1	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	8	8				2	1	1	2	1	1
	Total	16	8	8				2	1	1	2	1	1
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3					1	1		1	1	
	Total	3	3					1	1		1	1	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										



Arcadis Canada Inc. (certificate # 10000034)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		22	13	9				4	3	1	4	3	1



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / British Columbia
Reporting Period 2015-09-04 to 2018-07-16

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



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Saskatchewan
Reporting Period 2015-09-04 to 2018-07-16

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta
Reporting Period 2015-09-04 to 2018-07-16

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / Alberta
Reporting Period 2015-09-04 to 2018-07-16

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



Arcadis Canada Inc. (certificate # 10000034)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	250	151	99	6	5	1	48	24	24	57	31	26
Total Number of Employees	250	151	99	6	5	1	48	24	24	57	31	26



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / National
Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	22	14	8	1	1		2	2		2	2	
Total Number of Employees	22	14	8	1	1		2	2		2	2	



Arcadis Canada Inc. (certificate # 10000034)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Ontario
Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	199	119	80	5	4	1	43	21	22	52	28	24
Total Number of Employees	199	119	80	5	4	1	43	21	22	52	28	24



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / Ontario
 Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	17	11	6				2	2		2	2	
Total Number of Employees	17	11	6				2	2		2	2	



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Québec
 Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	14	9	5									
Total Number of Employees	14	9	5									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / Québec
 Reporting Period 2015-09-04 to 2018-07-16

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



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Nova Scotia
 Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	5	4	1	1	1							
Total Number of Employees	5	4	1	1	1							



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / British Columbia
 Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	22	13	9				4	3	1	4	3	1
Total Number of Employees	22	13	9				4	3	1	4	3	1

Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / British Columbia
 Reporting Period 2015-09-04 to 2018-07-16

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



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Saskatchewan
 Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	4	3	1									
Total Number of Employees	4	3	1									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Alberta
 Reporting Period 2015-09-04 to 2018-07-16

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	6	3	3				1		1	1		1
Total Number of Employees	6	3	3				1		1	1		1

Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / Alberta
 Reporting Period 2015-09-04 to 2018-07-16

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

Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / National
Reporting Period 2015-09-04 to 2018-07-16

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
Middle and Other Managers	7	5	2	1	1		1	1		1	1	
Professionals	99	65	34	1	1		10	7	3	14	10	4
Semi-Professionals and Technicians	52	38	14	2	2		4	4		4	4	
Supervisors	1	1	1				1		1	1		1
Administrative and Senior Clerical Personnel	9	1	8	1		1	2		2	2		2
Clerical Personnel	1		1				1		1	1		1
Total Number of Employees Hired	169	109	60	5	4	1	19	12	7	23	15	8



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Part-Time / National

Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	11	9	2	1	1		2	2		2	2	
Semi-Professionals and Technicians	5	3	2									
Administrative and Senior Clerical Personnel	2		2									
Total Number of Employees Hired	18	12	6	1	1		2	2		2	2	



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Full-Time / Ontario
 Reporting Period 2015-09-04 to 2018-07-16

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
Middle and Other Managers	4	2	2									
Professionals	66	42	24	1	1		9	7	2	13	10	3
Semi-Professionals and Technicians	48	34	14	2	2		3	3		3	3	
Supervisors	1		1				1		1	1		1
Administrative and Senior Clerical Personnel	8		8	1		1	2		2	2		2
Clerical Personnel	1		1				1		1	1		1
Total Number of Employees Hired	128	78	50	4	3	1	16	10	6	20	13	7



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Ontario

Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	8	6	2				2	2		2	2	
Semi-Professionals and Technicians	5	3	2									
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	14	9	5				2	2		2	2	



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Québec
Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	6	5	1									
Semi-Professionals and Technicians	2	2										
Total Number of Employees Hired	8	7	1									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / Québec
Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	1	1										
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	2	1	1	1								

Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Nova Scotia
Reporting Period 2015-09-04 to 2018-07-16

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
Middle and Other Managers	2	2		1	1							
Professionals	2	1	1									
Total Number of Employees Hired	4	3	1	1	1							



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / British Columbia
Reporting Period 2015-09-04 to 2018-07-16

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
Middle and Other Managers	1	1					1	1		1	1	
Professionals	15	10	5				1		1	1		1
Semi-Professionals and Technicians	2	2					1	1		1	1	
Administrative and Senior Clerical Personnel	1	1										
Total Number of Employees Hired	19	14	5				3	2	1	3	2	1



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / British Columbia
Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	1	1		1	1							
Total Number of Employees Hired	1	1		1	1							



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Saskatchewan
Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	4	3	1									
Total Number of Employees Hired	4	3	1									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / Saskatchewan
Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	1	1										
Total Number of Employees Hired	1	1										



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	6	4	2									
Total Number of Employees Hired	6	4	2									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	8	3	5				1		1	1		1
Professionals	5		5				2		2	2		2
Supervisors	2		2				1		1	1		1
Total Number of Employees Promoted	16	4	12				4		4	4		4
Total Number of Promotions	16	4	12				4		4	4		4

Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Full-Time / Ontario
Reporting Period 2015-09-04 to 2018-07-16

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Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	7	3	4				1	1		1		1
Professionals	5		5				2	2		2		2
Supervisors	2		2				1	1		1		1
Total Number of Employees Promoted	15	4	11				4	4		4		4
Total Number of Promotions	15	4	11				4	4		4		4

Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / British Columbia
Reporting Period 2015-09-04 to 2018-07-16

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1			1								
Total Number of Employees Promoted	1			1								
Total Number of Promotions	1			1								

Arcadis Canada Inc. (certificate # 10000034)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-09-04 to 2018-07-16

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	1	1									
Middle and Other Managers	7	5	2									
Professionals	105	63	42									
Semi-Professionals and Technicians	2	2										
Administrative and Senior Clerical Personnel	9		9									
Clerical Personnel	1		1									
Total Number of Employees Terminated	126	71	55									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Part-Time / National
 Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	1	1										
Total Number of Employees Terminated	1	1										



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Full-Time / Ontario
 Reporting Period 2015-09-04 to 2018-07-16

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	1	1									
Middle and Other Managers	3	1	2									
Professionals	68	36	32									
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	9		9									
Clerical Personnel	1		1									
Total Number of Employees Terminated	84	39	45									



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec
 Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	8	8										
Total Number of Employees Terminated	8	8										



Arcadis Canada Inc. (certificate # 10000034)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Full-Time / British Columbia
 Reporting Period 2015-09-04 to 2018-07-16

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
Middle and Other Managers	3	3										
Professionals	22	15	7									
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	26	19	7									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Full-Time / Saskatchewan
 Reporting Period 2015-09-04 to 2018-07-16

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
Middle and Other Managers	1	1										
Professionals	3	2	1									
Total Number of Employees Terminated	4	3	1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Saskatchewan

Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	1	1										
Total Number of Employees Terminated	1	1										



Arcadis Canada Inc. (certificate # 10000034)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2015-09-04 to 2018-07-16

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
Professionals	4	2	2									
Total Number of Employees Terminated	4	2	2									



Workplace Equity Information Management System - Arcadis Canada Inc.

Workforce Analysis - Summary Report

Date: 2018-07-16

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	6	1	16.7 %	27.4 %	2	-1
02 : Middle and Other Managers	26	8	30.8 %	38.9 %	10	-2
03 : Professionals	140	56	40.0 %	20.4 %	29	27
04 : Semi-Professionals and Technicians	79	24	30.4 %	20.9 %	17	7
05 : Supervisors	2	2	100.0 %	51.9 %	1	1
07 : Administrative and Senior Clerical Personnel	18	15	83.3 %	80.6 %	15	0
10 : Clerical Personnel	1	1	100.0 %	65.2 %	1	0
Total	272	107	39.3 %	26.8 %	75	32

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-07-16

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Representation #	Representation %	Availability #	Gap #
01 : Senior Managers	6	0.0 %	0	2.9 %	0	0
02 : Middle and Other Managers	26	3.8 %	1	2.2 %	1	0
03 : Professionals	140	1.4 %	2	1.0 %	1	1
04 : Semi-Professionals and Technicians	79	3.8 %	3	4.3 %	3	0
05 : Supervisors	2	0.0 %	0	1.9 %	0	0
07 : Administrative and Senior Clerical Personnel	18	5.6 %	1	1.2 %	0	1
10 : Clerical Personnel	1	0.0 %	0	0.7 %	0	0
Total	272	2.6 %	7	2.1 %	5	2

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-07-16

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	#	%	Availability #	Gap #	
01 : Senior Managers	6	33.3 %	2	10.1 %	1	1	1
02 : Middle and Other Managers	26	11.5 %	3	15.0 %	4	-1	-1
03 : Professionals	140	26.4 %	37	19.8 %	28	9	9
04 : Semi-Professionals and Technicians	79	10.1 %	8	16.4 %	13	-5	-5
05 : Supervisors	2	50.0 %	1	30.2 %	1	0	0
07 : Administrative and Senior Clerical Personnel	18	38.9 %	7	31.1 %	6	1	1
10 : Clerical Personnel	1	100.0 %	1	48.1 %	0	1	1
Total	272	21.7 %	59	19.1 %	53	6	6

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-07-16

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01/02 : Managers	32	5	15.6 %	4.3 %	1	4
03 : Professionals	140	29	20.7 %	3.8 %	5	24
04 : Semi-Professionals and Technicians	79	7	8.9 %	4.6 %	4	3
05 : Supervisors	2	1	50.0 %	13.9 %	0	1
07 : Administrative and Senior Clerical Personnel	18	7	38.9 %	3.4 %	1	6
10 : Clerical Personnel	1	1	100.0 %	7.0 %	0	1
Total	272	50	18.4 %	4.2 %	11	39

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-07-16

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-07-16

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Arcadis Senes Canada Inc.

2018-07-16

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	09	04

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	07	16

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Women	
		Representation	Availability*
	#	#	%
01 Senior Managers	12	2	27.40
02 Middle & Other Managers	17	4	38.90
03 Professionals	131	58	23.10
04 Semi-Professionals & Technicians	25	6	26.10
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	16	16	80.60
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	2	2	65.20
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
Total	203	88	30.0

Table 5: Women

Subsequent/Current Workforce Analysis

All Employees	Women	
	Representation	Availability*
#	#	%
6	1	27.40
26	8	38.90
140	56	20.20
79	24	20.90
2	2	51.90
0	0	0.00
18	15	80.60
0	0	0.00
0	0	0.00
0	0	0.00
1	1	65.20
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
272	107	26.5

*** Source:**

*** Source:**

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Arcadis Senes Canada Inc.
2018-07-16

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	09	04

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	07	16

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	Availability*
	#	#	%
01 Senior Managers	12	2	10.10
02 Middle & Other Managers	17	3	15.00
03 Professionals	131	23	17.80
04 Semi-Professionals & Technicians	25	7	21.40
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	16	5	30.40
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	2	1	48.10
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
Total	203	41	18.8

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities	Availability*
	#	#	%
01 Senior Managers	6	2	10.1
02 Middle & Other Managers	26	3	15.0
03 Professionals	140	37	20.0
04 Semi-Professionals & Technicians	79	8	16.4
05 Supervisors	2	1	30.2
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	18	7	31.1
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	1	1	48.1
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	272	59	19.2

* Source: 0

* Source: 0

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Arcadis Senes Canada Inc.
2018-07-16

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	09	04

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	07	16

Table 4: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	#
01/02 Managers	29	1	4.30
03 Professionals	131	3	3.80
04 Semi-Professionals & Technicians	25	2	4.60
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	16	1	3.40
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	2	0	7.00
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	203	7	4.0

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	#
01/02 Managers	32	5	4.3
03 Professionals	140	29	3.8
04 Semi-Professionals & Technicians	79	7	4.6
05 Supervisors	2	1	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	18	7	3.4
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	1	1	7.0
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	272	50	4.1

* Source:

* Source:

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Arcadis Senes Canada Inc.

43297

Start Date of Flow Data			
YYYY	MM	DD	
2015	09	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	07	16	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	0	0	0	0	1	0	0	0	2	1	0	0
02 Middle & Other Managers	7	2	0	0	8	5	0	0	7	2	0	0
03 Professionals	99	34	11	2	5	5	0	0	105	42	1	0
04 Semi-Professionals & Technicians	52	14	5	2	0	0	0	0	2	0	0	0
05 Supervisors	1	1	0	0	2	2	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	8	2	2	0	0	0	0	9	9	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	1	0	0	0	0	0	0	1	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	169	60	18	6	16	12	0	0	126	55	1	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Arcadis Senes Canada Inc.

43297

Start Date of Flow Data			
YYYY	MM	DD	
2015	09	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	07	16	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	7	1	0	0	8	0	0	0	7	0	0	0
03 Professionals	99	1	11	1	5	0	0	0	105	0	1	0
04 Semi-Professionals & Technicians	52	2	5	0	0	0	0	0	2	0	0	0
05 Supervisors	1	0	0	0	2	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	1	2	0	0	0	0	0	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	0	0	0	0	0	0	0	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	169	5	18	1	16	0	0	0	126	0	1	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Arcadis Senes Canada Inc.

43297

Start Date of Flow Data		
YYYY	MM	DD
2015	09	04

End Date of Flow Data		
YYYY	MM	DD
2018	07	16

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities Hired				Table 7: Persons with Disabilities Promoted				Table 11: Persons with Disabilities Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	7	1	0	0	8	1	0	0	7	0	0	0
03 Professionals	99	10	11	2	5	2	0	0	105	0	1	0
04 Semi-Professionals & Technicians	52	4	5	0	0	0	0	0	2	0	0	0
05 Supervisors	1	1	0	0	2	1	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	2	2	0	0	0	0	0	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	1	0	0	0	0	0	0	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	169	19	18	2	16	4	0	0	126	0	1	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Arcadis Senes Canada Inc.

43297

Start Date of Flow Data			
YYYY	MM	DD	
2015	09	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	07	16	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	7	1	0	0	8	1	0	0	7	0	0	0
03 Professionals	99	14	11	2	5	2	0	0	105	0	1	0
04 Semi-Professionals & Technicians	52	4	5	0	0	0	0	0	2	0	0	0
05 Supervisors	1	1	0	0	2	1	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	2	2	0	0	0	0	0	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	1	0	0	0	0	0	0	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	169	23	18	2	16	4	0	0	126	0	1	0

Federal Contractors Program Achievement Report
Part 3: Goals

Arcadis Senec Canada Inc.

43297

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-Term Goals										Women												
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Number			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	Number	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	From - To	2015	2018	%	Present	Projected	%	Present	Projected			
01 Senior Managers	12	-20.6%	0	22.2%	0	0	0	0	0	0	2	0.0%	0	0	1	0	27.4%	-1	-1	16.7%	0	0	0	27.4%	0	-1	0	16.7%	0	0	16.7%		
02 Middle & Other Managers	17	15.2%	0	32.6%	0	0	0	0	0	0	4	0.0%	0	0	3	0	38.9%	-3	-3	23.5%	0	0	0	38.9%	0	-3	0	23.5%	0	0	23.5%		
03 Professionals	131	2.2%	0	78.2%	0	0	0	0	0	0	58	0.0%	0	0	-28	0	23.1%	28	28	44.3%	0	0	0	23.1%	0	-1	0	44.3%	0	0	44.3%		
04 Semi-Professionals & Tech	25	46.7%	0	3.8%	0	0	0	0	0	0	6	0.0%	0	0	1	0	26.1%	-1	-1	24.0%	0	0	0	26.1%	0	0	0	24.0%	0	0	24.0%		
05 Supervisors	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
07 Administrative & Sr Clerical	16	4.0%	0	52.9%	0	0	0	0	0	0	16	0.0%	0	0	-3	0	80.6%	3	3	100.0%	0	0	0	80.6%	0	0	0	100.0%	0	0	100.0%		
08 Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
10 Clerical Personnel	2	-20.6%	0	66.7%	0	0	0	0	0	0	2	0.0%	0	0	-1	0	65.2%	1	1	100.0%	0	0	0	65.2%	0	0	0	100.0%	0	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	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
13 Other Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
14 Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	0	0	0	0.0%	0	0	0	#DIV/0!	0	0	#DIV/0!		
Total	203	10.2%	0	53.5%	0	0	0	0	0	0	88	0.0%	0	-27	0	30.0%	27	27	43.3%	0	0	0	30.0%	0	27	0	43.3%	0	0	43.3%			

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals	%	Long-term Goals	%	
01 Senior Managers	1	0.0	0	0.0	
02 Middle & Other Managers	1	0.0	2	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	1	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	3	0.0	2	0.0	

Federal Contractors Program Achievement Report
Part 3: Goals

Arcadis Senec Canada Inc.

43297

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples																										
	Number			Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Number			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	YYYY-MM-DD	Actual	%	Projected	Annually	%	Projected	Annually	%	Projected	Over 3 Years	#	Actual	%	Projected	Annually	%	Projected	Over 3 Years	#	Required	Over 3 Years	#	From - To	2015	2018	%	Present	%	Present	%	Projected	%	Present	%	Projected	%
01 Senior Managers	12	-20.6%	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	2.9%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%
02 Middle & Other Managers	17	15.2%	0	32.6%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	2.2%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
03 Professionals	131	2.2%	0	78.2%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	1.2%	-2	-2	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
04 Semi-Professionals & Tech	25	46.7%	0	3.8%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	2.8%	1	1	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
05 Supervisors	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
07 Administrative & Sr Clerical	16	4.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
08 Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	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	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	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	2	-20.6%	0	66.7%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.7%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
11 Intermediate Sales & Service	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
12 Semi-Skilled Manual	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
13 Other Sales & Service	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	
14 Other Manual Workers	0	0.0%	0	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	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	203	10.2%	0	53.5%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	0	1.6%	-1	-1	0	1.0%	1.0%	0	1.0%	1.0%	0	1.0%	

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

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

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Arcadis Senec Canada Inc.

43297

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities																		
	Number			Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years				
	Number	Actual	Projected	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	From - To	From - To	Present	Present	Present	Present	Projected	Projected	Present	Present	Projected	Projected	Present	Projected		
01/02 Managers	29	-2.7%	0	27.4%	0	0	0	0	0	0	0	0	0	0	0	0	0	3.8%	0	0	0	0	0	0	0	0	0	3.4%	0	3.4%	0
03 Professionals	131	2.2%	0	78.2%	0	0	0	0	0	0	0	0	0	0	0	0	0	4.6%	-3	-3	0	0	0	0	0	0	0	2.3%	0	2.3%	0
04 Semi-Professionals & Tech	25	46.7%	0	3.8%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	2	2	0	0	0	0	0	0	0	8.0%	0	8.0%	0
05 Supervisors	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
07 Administrative & Sr Clerical	16	4.0%	0	52.9%	0	0	0	0	0	0	0	0	0	0	0	0	0	3.4%	0	0	0	0	0	0	0	0	0	6.3%	0	6.3%	0
08 Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
10 Clerical Personnel	2	-20.6%	0	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	7.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0
11 Intermediate Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
12 Semi-Skilled Manual	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
13 Other Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
14 Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	4.0%	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	0
Total	203	10.2%	0	53.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	3.4%	0	3.4%	0

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals	
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	2	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	2	0.0	0	0.0	

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Arcadis Senec Canada Inc.

43297

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities																						
	Number			Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Number			Turnover (Replacement of Terminated Employees)			3 Year Goals			Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years			
	YYYY-MM-DD	Actual	%	Projected	Annually	%	Over 3 Years	Actual	Annually	%	Projected	Annually	%	Over 3 Years	Anticipated Hires Over 3 Years	Number	Actual	Annually	%	Over 3 Years	Hires Required Over 3 Years	From - To	2015	2018	%	#	%	#	%	#	%	#	%
01 Senior Managers	12	-20.6%	0	0	0.0%	0	2	0.0%	0	0	0.0%	0	-1	0	0	10.1%	1	16.7%	16.7%	1	16.7%	From - To	2015	2018	%	#	%	#	%	#	%	#	%
02 Middle & Other Managers	17	15.2%	0	0	0.0%	0	3	0.0%	0	0	0.0%	0	0	0	0	15.0%	0	17.6%	17.6%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
03 Professionals	131	2.2%	0	0	0.0%	0	23	0.0%	0	0	0.0%	0	0	0	0	17.8%	0	17.6%	17.6%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
04 Semi-Professionals & Tech	25	46.7%	0	0	0.0%	0	7	0.0%	0	0	0.0%	0	-2	0	0	21.4%	2	28.0%	28.0%	2	28.0%	From - To	2015	2018	%	#	%	#	%	#	%	#	%
05 Supervisors	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
06 Supervisors: Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
07 Administrative & Sr Clerical	16	4.0%	0	0	0.0%	0	5	0.0%	0	0	0.0%	0	0	0	0	30.4%	0	31.3%	31.3%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
08 Skilled Sales & Service	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
10 Clerical Personnel	2	-20.6%	0	0	0.0%	0	1	0.0%	0	0	0.0%	0	0	0	0	48.1%	0	50.0%	50.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
11 Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
13 Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
14 Other Manual Workers	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0.0%	0	0	From - To	2015	2018	%	#	%	#	%	#	%	#	%
Total	203	10.2%	0	0	0.0%	0	41	0.0%	0	0	0.0%	0	-3	0	0	18.8%	3	20.2%	20.2%	3	20.2%	From - To	2015	2018	%	#	%	#	%	#	%	#	%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals	%	Long-term Goals	%	
01 Senior Managers	0	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	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	0	0.0	0	0.0	

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43297

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals																										
	Number		Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Number		Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years				
	2018-07-16	#	Actual	Annually	Projected	Over 3 Years	Actual	Annually	Projected	Over 3 Years	#	2018-07-16	#	Annually	Over 3 Years	#	2018	2021	%	%	#	#	%	%	#	#	%	%	#	#	%	%					
01 Senior Managers	6	-20.6%	0.0%	0	0	22.2%	5.0%	1	1	1	1	1	5.0%	0	0	0	28.0%	27.4%	27.4%	-1	-1	16.7%	16.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	
02 Middle & Other Managers	26	15.2%	1.0%	1	1	32.6%	5.0%	4	5	8	8	5.0%	1	1	1	2	39.0%	38.9%	38.9%	-2	-2	30.8%	30.8%	28	28	40.0%	40.0%	7	7	30.4%	30.4%	0	0	0	0	0	0
03 Professionals	140	2.2%	0.0%	0	0	78.2%	0.0%	0	0	56	56	0.0%	0	0	0	0	20.9%	20.9%	20.9%	7	7	30.4%	30.4%	7	7	30.4%	30.4%	1	1	100.0%	100.0%	0	0	0	0	0	0
04 Semi-Professionals & Tech	79	46.7%	0.0%	0	0	3.8%	0.0%	0	0	24	24	0.0%	0	0	0	0	51.9%	51.9%	51.9%	-1	-1	100.0%	100.0%	1	1	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2	0.0%	0.0%	0	0	0.0%	0.0%	0	0	2	2	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Sr Clerical	18	4.0%	0.0%	0	0	52.9%	0.0%	0	0	15	15	0.0%	0	0	0	0	80.6%	80.6%	80.6%	0	0	83.3%	83.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	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	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	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	1	-20.6%	0.0%	0	0	66.7%	0.0%	0	0	1	1	0.0%	0	0	0	0	65.2%	65.2%	65.2%	0	0	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	272	10.2%	0.0%	0	0	53.5%	5.0%	1	1	107	107	0.0%	0	0	0	0	26.5%	26.5%	26.5%	35	35	39.3%	39.3%	35	35	39.3%	39.3%	0	0	0	0	0	0	0	0	0	0

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.3	30.0	
02 Middle & Other Managers	0.4	40.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report
Part 3: Goals

Arcadis Senec Canada Inc.

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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples												
	Number YYYY-MM-DD 2018-07-16 #	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years #	Number YYYY-MM-DD 2018-07-16 #	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years #	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual Annually	Projected Annually	Over 3 Years #	Actual Annually	Projected Annually	Over 3 Years #	Actual Annually	Projected Annually	Over 3 Years #			From - To YYYY - YYYY 2018	2021	%		%	%					
01 Senior Managers	6	-20.6%		0	22.2%		0	0.0%		0	0	0	0	0	0	0	0	2.9%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	26	15.2%		0	32.6%		0	0.0%		0	0	0	0	0	0	0	0	2.2%	0	0	0	3.8%	3.8%
03 Professionals	140	2.2%		0	78.2%		0	0.0%		-1	0	0	0	0	0	0	0	1.0%	1	1	0	1.4%	1.4%
04 Semi-Professionals & Tech	79	46.7%		0	3.8%		0	0.0%		3	0	0	0	0	0	0	0	4.3%	0	0	0	3.8%	3.8%
05 Supervisors	2	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	1.9%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	18	4.0%		0	52.9%		0	0.0%		1	0	0	-1	0	0	0	0	1.2%	0	0	0	5.6%	5.6%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
10 Clerical Personnel	1	-20.6%		0	66.7%		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	0.0%	0	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0.0%		0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
Total	272	10.2%		0	53.5%		0	0.0%		7	0	0	-1	0	0	0	0	2.2%	1	1	0	2.6%	2.6%

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

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report
Part 3: Goals

Arcadis Senes Canada Inc.

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Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities									
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years			Present Availability			Present Representation			
	Number YYYY-MM-DD 2018-07-16	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	2018	2021	%	#	Projected Gap	Present Representation	Projected Representation in 3 Years
01/02 Managers	32	-2.7%		27.4%		0	0	0	0.0%		0	-4	0	0	4.3%			4	4	15.6%	4	15.6%
03 Professionals	140	2.2%		78.2%		0	29	0	0.0%		0	-24	0	0	3.8%			24	24	20.7%	24	20.7%
04 Semi-Professionals & Tech	79	46.7%		3.8%		0	7	0	0.0%		0	-3	0	0	4.6%			3	3	8.9%	3	8.9%
05 Supervisors	2	0.0%		0.0%		0	1	0	0.0%		0	-1	0	0	0.0%			1	1	50.0%	1	50.0%
06 Supervisors: Crafts & Trades	0	0.0%		0.0%		0	0	0	0.0%		0	0	0	0	0.0%			0	0	#DIV/0!	0	#DIV/0!
07 Administrative & Sr Clerical	18	4.0%		52.9%		0	7	0	0.0%		0	-6	0	0	3.4%			6	6	38.9%	6	38.9%
08 Skilled Sales & Service	0	0.0%		0.0%		0	0	0	0.0%		0	0	0	0	0.0%			0	0	#DIV/0!	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!	0	#DIV/0!
10 Clerical Personnel	1	-20.6%		66.7%		0	1	0	0.0%		0	-1	0	0	7.0%			1	1	100.0%	1	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!	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!	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!	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!	0	#DIV/0!
Total	272	10.2%		53.5%		0	50	0	0.0%		0	-39	0	0	4.1%			39	39	18.4%	39	18.4%

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

Table 14: Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 3: Goals

Arcadis Senec Canada Inc.

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Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities																								
	Number			Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Number			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	YYYY-MM-DD	2018-07-16	#	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	2018-07-16	#	Actual Annually	Projected Annually	Over 3 Years	Hires Over 3 Years	2018	From - To	2021	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation								
01 Senior Managers	6		-20.6%		0	22.2%		0	0	0	0	0.0%		0	-1	0	10.1%		1	1	0	15.0%		10.1%	1	1	1	33.3%		1	33.3%		1	33.3%			
02 Middle & Other Managers	26		15.2%	2.5%	2	32.6%	5.0%	4	6	3	5.0%	0	0	0	-9	0	15.0%		0	0	0	20.0%		15.0%	-9	0	9	11.5%		0	14.3%		9	26.4%			
03 Professionals	140		2.2%		0	78.2%		0	0	0	0.0%	0	0	0	0	0	20.0%		0	0	0	16.4%		20.0%	-5	0	9	26.4%		0	26.4%		9	26.4%			
04 Semi-Professionals & Tech	79		46.7%	1.0%	2	3.8%	5.0%	12	14	8	5.0%	1	6	3	18.0%		30.2%		0	0	0	30.2%		30.2%	0	0	0	10.1%		0	10.1%		0	12.3%			
05 Supervisors	2		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	50.0%		0	50.0%		0	50.0%			
06 Administrators & Sr Clerical	0		0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%		0	0	0	0.0%		0.0%	0	0	0	38.9%		0	38.9%		0	38.9%			
07 Supervisors: Crafts & Trades	18		4.0%		0	0.0%		0	0	0	0.0%	0	0	0	-1	0	3.11%		0	0	0	0.0%		3.11%	0	0	0	0.0%		0	0.0%		0	0.0%			
08 Skilled Sales & Service	0		0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%		0	0	0	0.0%		0.0%	0	0	0	0.0%		0	0.0%		0	0.0%			
09 Skilled Crafts & Trades	0		0.0%		0	0.0%		0	0	0	0.0%	0	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	1		-20.6%		0	66.7%		0	0	1	0.0%	0	-1	0	0	0	48.1%		1	1	0	48.1%		48.1%	1	1	1	100.0%		1	100.0%		1	100.0%			
11 Intermediate Sales & Service	0		0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%		0	0	0	0.0%		0.0%	0	0	0	0.0%		0	0.0%		0	0.0%			
12 Semi-Skilled Manual	0		0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%		0	0	0	0.0%		0.0%	0	0	0	0.0%		0	0.0%		0	0.0%			
13 Other Sales & Service	0		0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%		0	0	0	0.0%		0.0%	0	0	0	0.0%		0	0.0%		0	0.0%			
14 Other Manual Workers	0		0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%		0	0	0	0.0%		0.0%	0	0	0	0.0%		0	0.0%		0	0.0%			
Total	272		10.2%		0	53.5%		0	0	0	0.0%	0	-7	0	0	0	19.2%		7	7	0	19.2%		19.2%	7	7	7	21.7%		7	21.7%		7	21.7%			

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ¹³ - 1) x 100.
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.2	20.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.2	20.0	
05 Supervisors	0.0	0.0	
06 Administrators & Sr Clerical	0.0	0.0	
07 Supervisors: Crafts & Trades	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

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

Arcadis Senes Canada Inc.
43297

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

Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions			Terminations									
		All Employees	Representation %	Availability %	Gap #	E:E Result %	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #								
01 Senior Managers	2015	12	2	16.7	27.4	3	-1	60.8																		
	2018	6	1	16.7	27.4	2	-1	60.8																		
02 Middle & Other Managers	2015	17	4	23.5	38.9	7	-3	60.5																		
	2018	26	8	30.8	38.9	10	-2	79.1																		
03 Professionals	2015	131	58	44.3	23.1	30	28	191.7																		
	2018	140	56	40.0	20.2	28	28	198.0																		
04 Semi-Professionals & Technicians	2015	25	6	24.0	26.1	7	-1	92.0																		
	2018	79	24	30.4	20.9	17	7	145.4																		
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																		
	2018	2	2	100.0	51.9	1	1	192.7																		
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																		
	2018	0	0	0.0	0.0	0	0	0.0																		

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal #	%	Goal #	%	Goal #	%	Goal #	%	Goal #	%	
01 Senior Managers	2018	-1	100.0	1	-100.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	-1	100.0			0.3	35714.3	30	333.3					
02 Middle & Other Managers	2018	8	62.5	1	500.0	0	0.0	2	250.0	0	0.0	0	0.0	
	2021	8	62.5			0.4	16025.6	40	156.3					
03 Professionals	2018	9	-11.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	-1	-11.1			0	0.0	0	0.0					
04 Semi-Professionals & Technicians	2018	55	29.1	1	1600.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	55	29.1			0	0.0	0	0.0					
05 Supervisors	2018	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	3	100.0			0	0.0	0	0.0					
06 Supervisors: Crafts & Trades	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0			0	0.0	0	0.0					

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

Arcadis Senes Canada Inc.
43297

000870

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis										
		Workforce						Hires						Promotions			Terminations							
		All Employees	Representation %	Availability %	Gap #	E/E Result %	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #						
07 Administrative & Senior Clerical	2015	16	100.0	80.6	13	3	124.1	11	10	90.9	9	0	0	0	0	0	0	0	9	9	100.0	9	0	
	2018	18	83.3	80.6	15	0	103.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
08 Skilled Sales & Service Personnel	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2015	2	100.0	65.2	1	1	153.4	1	1	100.0	1	0	0	0	0	0	0	0	0	1	1	100.0	1	0
	2018	1	100.0	65.2	1	0	153.4	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	
	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
07 Administrative & Senior Clerical	2018	2	50.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	2	50.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10 Clerical Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Arcadis Senes Canada Inc.

43297

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		All Employees						Women						All Employees			Women									
		#	%	Representation	Availability	Gap	E/E Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference				
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	203	88	43.3	30.0	61	27	144.5	148.4	187	66	35.3	50	16	16	12	75.0	7	5	127	55	43.3	55	0	0	0
	2018	272	107	39.3	26.5	72	35	148.4	187	66	35.3	50	16	16	12	75.0	7	5	127	55	43.3	55	0	0	0	0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + I x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
14 Other Manual Workers	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
Total	2018	76	23	30.3	3	766.7	2	1150.0	0.0	0.0	0.0	0.0	0.0	
	2021	76	23	30.3	3	766.7	2	1150.0	0.0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Arcadis Senes Canada Inc.

43297

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis																					
		Workforce						Hires						Promotions			Terminations																		
		All Employees	Representation	Availability	Gap	E:E Ratio	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference																	
#	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	%																			
01 Senior Managers	2015	12	0.0	2.9	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2018	6	0.0	2.9	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2015	17	0.0	2.2	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	26	1.0	3.8	2.2	1	0	174.8	0	7	14.3	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2015	131	0.0	1.2	2	-2	0	0.0	0	1	1.8	1	1	1	5	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	140	2.0	1.4	1.0	1	1	142.9	0	2	1.8	1	1	1	5	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2015	25	2.0	8.0	2.8	1	1	285.7	0	57	3.5	2	2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	79	3.0	3.8	4.3	3	0	88.3	0	2	3.5	2	2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2015	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	2	0.0	0.0	1.9	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
06 Supervisors: Crafts & Trades	2015	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Goals						Comments
		Flow Data			Short-term Goals			Long-term Goals						
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	
#	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	-1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	-1	0	0.0										
02 Middle & Other Managers	2018	8	1	12.5	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	8	1	12.5										
03 Professionals	2018	9	2	22.2	1	200.0	0	0.0	0	0.0	0	0.0		
	2021	9	2	22.2										
04 Semi-Professionals & Technicians	2018	55	2	3.6	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	55	2	3.6										
05 Supervisors	2018	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	3	0	0.0										
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0.0										

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples**

Arcadis Senes Canada Inc.
43297

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Flow Data Analysis														
		All Employees					Aboriginal Peoples			Hires			All Employees				Aboriginal Peoples				All Employees			Aboriginal Peoples			
		#	%	Representation	Availability	Gap	#	%	E/E Result	#	%	Expected	#	%	Difference	#	%	Expected	#	%	Difference	#	%	Expected	#	%	Difference
07 Administrative & Senior Clerical	2015	16	0.0	0.0	1.3	0	0.0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
	2018	18	1	5.6	1.2	0	0.0	463.0	1	11	1	9.1	0	1	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
08 Skilled Sales & Service Personnel	2015	0	0.0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
	2018	0	0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
09 Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
	2018	0	0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
10 Clerical Personnel	2015	2	0.0	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	0.0	0	0.0	0	0.0	0
	2018	1	0	0.0	0.7	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
11 Intermediate Sales & Service Personnel	2015	0	0.0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
	2018	0	0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
12 Semi-Skilled Manual Workers	2015	0	0.0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
	2018	0	0	0.0	0.0	0	0.0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + I x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
07 Administrative & Senior Clerical	2018	2	50.0	1	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	2	50.0	1	0	0.0	0	0.0	0	0.0	0	0.0		
08 Skilled Sales & Service Personnel	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
10 Clerical Personnel	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
11 Intermediate Sales & Service Personnel	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples**

Arcadis Senes Canada Inc.
43297

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y										
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	D x G + 100	E - H	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N
Workforce Analysis																							Flow Data Analysis											
Employment Equity Occupational Group (EEOG)		Year	Workforce Analysis											Flow Data Analysis																				
			All Employees			Representation			Aboriginal Peoples Availability			Gap		E/E Result		All Employees			Hires			Promotions			All Employees		Terminations							
			#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
13 Other Sales & Service Personnel			0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
14 Other Manual Workers			0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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			203	1.0	1.6	3	-1	61.6	187	6	3.2	4	2	16	0	0.0	0	0.0	0	0.0	127	0	0.0	1	-1									

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 3: E + D x 100	Part 3: E + G x 100	Part 3: F + I x 100	Part 3: E + K x 100	Part 3: F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2018	76	7.9	1	600.0	1	600.0	1	600.0	1	600.0	1	600.0	
	2021	76	7.9	6	7.9	6	7.9	0.0	0.0	0.0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Report
Part 6: Results - Persons with Disabilities**

Arcadis Senes Canada Inc.
43297

000875

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

Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees	Representation	Availability	Persons with Disabilities	Gap	E/F Result	All Employees	Actual	Persons with Disabilities	Expected	Difference	All Employees	Actual	Persons with Disabilities	Expected	Difference	All Employees	Actual	Persons with Disabilities	Expected	Difference				
01 & Managers	2015	29	1	3.4	3.8	1	0	90.7																		
	2018	32	5	15.6	4.3	1	4	363.4																		
03 Professionals	2015	131	3	2.3	4.6	6	-3	49.8																		
	2018	140	29	20.7	3.8	5	24	545.1																		
04 Semi-Professionals & Technicians	2015	25	2	8.0	0.0	0	2	0.0																		
	2018	79	7	8.9	4.6	4	3	192.6																		
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																		
	2018	2	1	50.0	0.0	0	1	0.0																		
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																		
	2018	0	0	0.0	0.0	0	0	0.0																		

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + M x 100	Part 3: Goals	F + N x 100
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Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		Flow Data			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities						
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
01 & Managers	2018	7	2	28.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
	2021	7	2	28.6																
03 Professionals	2018	9	14	155.6	2	700.0	0	0.0	0	0.0	0	0.0	0	0.0						
	2021	9	14	155.6																
04 Semi-Professionals & Technicians	2018	55	4	7.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
	2021	55	4	7.3																
05 Supervisors	2018	3	2	66.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
	2021	3	2	66.7																
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
	2021	0	0	0.0																

Federal Contractors Program Achievement Report
Part 6: Results - Persons with Disabilities

Arcadis Senes Canada Inc.

43297

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	E/E Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference			
07	2015	16	1	6.3	0.0	0	1	0.0	0	11	2	18.2	0	2	0	0.0	0	0	9	0	0.0	1	-1		
07	2018	18	7	38.9	3.4	1	6	1.1438	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0		
08	2015	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	
08	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	
09	2015	0	0	0.0	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	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	
10	2015	2	0	0.0	0.0	0	0	0.0	0	1	1	100.0	0	1	0	0.0	0	0	0	1	0	0.0	0	0	
10	2018	1	1	100.0	7.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
11	2015	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
11	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
12	2015	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
12	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + 1 x 100	Part 3: Goals	E + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		All Employees	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	
07	2018	2	2	100.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
07	2021	2	2	100.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
08	2018	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
08	2021	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
09	2018	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
09	2021	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
10	2018	0	1	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
10	2021	0	1	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
11	2018	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
11	2021	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
12	2018	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
12	2021	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	

**Federal Contractors Program Achievement Report
Part 6: Results - Persons with Disabilities**

Arcadis Senes Canada Inc.
43297

000877

		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X			
Employment Equity Occupational Group (EEOG)	Workforce Analysis	All Employees		Representation		Availability		Gap		F/E Result		All Employees		Persons with Disabilities		All Employees		Promotions		All Employees		Terminations					
		#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	
	13	Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0.0	0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
	14	Other Manual Workers	2015	0	0	0.0	4.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
2018	0	0	0.0	0.0	0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
Total		2015	203	7	3.4	#REF!	#REF!	#REF!	#REF!	0.0	0.0	448.4	187	21	11.2	8	13	16	4	25.0	1	3	127	0	0.0	4	-4
2018	272	50	18.4	4.1	11	39	448.4	187	21	11.2	8	13	16	4	25.0	1	3	127	0	0.0	4	-4					

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total		2018	76	25	32.9	2	1250.0	0	0.0	0	0.0	0	0.0	
		2021	76	25	32.9	2	1250.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities**

Arcadis Senes Canada Inc.

43297

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions			Terminations								
		All Employees	Visible Minorities	Representation	Availability	Gap	E/E Result	All Employees	Visible Minorities	Actual	Expected	Difference	All Employees	Visible Minorities	Actual	Expected	Difference	All Employees	Visible Minorities	Actual	Expected	Difference			
01 Senior Managers	2015	12	2	16.7	10.1	1	165.0																		
	2018	6	2	33.3	10.1	1	330.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2015	17	3	17.6	15.0	3	117.6	0	117.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	26	3	11.5	15.0	4	76.9	-1	98.6	7	1	14.3	1	1	1	1	12.5	1	0	0	7	0	0	0	-1
03 Professionals	2015	131	23	17.6	17.8	23	98.6	0	98.6	110	16	14.5	22	-6	5	2	40.0	1	1	1	106	0	0.0	19	-19
	2018	140	37	26.4	20.0	28	132.1	9	130.8	110	16	14.5	22	-6	5	2	40.0	1	1	1	106	0	0.0	19	-19
04 Semi-Professionals & Technicians	2015	25	7	28.0	21.4	5	130.8	2	61.7	57	4	7.0	9	-5	0	0	0.0	0	0	0	2	0	0.0	1	-1
	2018	79	8	10.1	16.4	13	61.7	-5	61.7	57	4	7.0	9	-5	0	0	0.0	0	0	0	2	0	0.0	1	-1
05 Supervisors	2015	0	0	0.0	0.0	0	0.0	0	0.0																
	2018	2	1	50.0	30.2	1	165.6	0	165.6	1	1	100.0	0	0	0	0	50.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0.0	0	0.0																
	2018	0	0	0.0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 3: E + D x 100 Goals	Part 3: E + G x 100 Goals	Part 3: F + I x 100 Goals	Part 3: E + K x 100 Goals	Part 3: F + M x 100 Goals
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		All Employees	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	
01 Senior Managers	2018	-1	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2021	-1	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
02 Middle & Other Managers	2018	8	2	25.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2021	8	2	25.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
03 Professionals	2018	9	18	200.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2021	9	18	200.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
04 Semi-Professionals & Technicians	2018	55	4	7.3	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2021	55	4	7.3	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
05 Supervisors	2018	3	2	66.7	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2021	3	2	66.7	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2021	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities**

Arcadis Senes Canada Inc.
43297

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees	Visible Minorities	Representation	Availability	Gap	E/E Result	All Employees	Visible Minorities	Actual	Expected	Difference	All Employees	Visible Minorities	Actual	Expected	Difference	All Employees	Visible Minorities	Actual	Expected	Difference				
07 Administrative & Senior Clerical	2015	16	5	31.3	30.4	5	0	102.8	11	2	18.2	3	-1	0	0	0.0	0	0	0	0	0	9	0	0.0	3	-3
	2018	18	7	38.9	31.1	6	1	125.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	2015	2	1	50.0	48.1	1	0	104.0	1	1	100.0	0	1	0	0	0.0	0	0	0	0	1	0	0.0	1	-1	
	2018	1	1	100.0	48.1	0	1	207.9	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	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 3: E + D x 100 Goals	Part 3: E + G x 100 Goals	Part 3: F + I x 100 Goals	Part 3: E + K x 100 Goals	Part 3: F + M x 100 Goals
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Goals						Comments
		Flow Data			Short-term Goals			Long-term Goals						
		All Employees	Visible Minorities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
07 Administrative & Senior Clerical	2018	2	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	2	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
10 Clerical Personnel	2018	0	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	0	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Arcadis Senes Canada Inc.

43297

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Visible Minorities							Visible Minorities				Visible Minorities				Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#					
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	203	41	20.2	18.8	38	3	107.4																	
	2018	272	59	21.7	19.2	52	7	113.0	187	25	13.4	36	-11	16	4	25.0	3	1	127	0	0.0	26	-26		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2018	76	29	38.2	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	76	29	38.2			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Arcadis Senes Canada Inc.
43297

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Arcadis Canada Inc.

Primary Location: Mississauga, Ontario

Number of Employees by Province:

Ontario - 216

Québec - 16

Nova Scotia - 5

British Columbia - 24

Saskatchewan - 4

Alberta - 7

Total - 272

Organization Overview: Arcadis Canada is an engineering and consulting firm that assists clients with designing, building and managing projects related to natural resources infrastructure and urban development.

Key Dates – First Year Assessment

Initiated:	November 4, 2015
Received:	December 3, 2015
Closed:	December 8, 2015
Workforce Analysis:	September 4, 2015

Note that the contract award date is June 26, 2014.

Key Dates – Subsequent Assessment

Initiated:	June 26, 2018
Received:	July 17, 2018
Workforce Analysis:	July 16, 2018

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

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

Yes No

ASSESSMENT OF REASONABLE PROGRESS

Women

1.	Senior Managers	Goal not met (0.0%)
2.	Middle & Other Managers	Goal met at 500%
4.	Semi-Professionals & Technicians	Goal met at 1600%

Assessment/Observations

- EEOG 01: The number of women in this EEOG decreased from 2 to 1, however the total number of employees also shrank by half. It appears as though the reduction of staff posed a challenge in achieving their goal of hiring women in this EEOG. There is currently still a gap of -1 in this EEOG.
- EEOG 02: A goal of 1 was set in this EEOG where there was a gap of -3. A total of 5 women were hired, however there is still currently a gap of -2 due to an increase in staff and the termination of 2 women.
- EEOG 04: A goal of 1 was set in this EEOG and 16 new women were hired, bringing their representation number to 24. The gap has been eliminated completely and their representation now sits at +7.

Aboriginal Peoples

3.	Professionals	Goal met at 200%
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Assessment/Observations

- EEOG 03: A goal of 1 was set in this EEOG where there was in fact a gap of -2. Two new aboriginal peoples were hired, resulting in their goal being met at 200%. The gap in this EEOG was eliminated completely (and no further gaps in this designated group emerged since the previous assessment).

Person with Disabilities

3.	Professionals	Goal met at 700%
----	---------------	------------------

Assessment/Observations

- EEOG 03: This organization far surpassed their goal of 2 by hiring 14 persons with disabilities in this EEOG. Their representation is now at 20.7% where the availability rate is 3.8%.

Members of Visible Minorities

Assessment/Observations

- There were no gaps or goals set in this EEOG during the last compliance assessment. However, since that time 2 new gaps have formed which have been addressed in their goals.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This organization met all but one of their 5 goals from the previous assessment. In addition to this, their goals were met from between 200% and 1600%.

ASSESSMENT OF GOALS**SUMMARY OF GOALS****Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	28.0	30.0	16.7%	27.4%
02	Middle & Other Managers	-2	39.0	40.0	30.8%	38.9%

Observations:

Short term goals have been set in slight excess of availability (between 0.1 and 0.6%), and long term goals slightly above this.

Aboriginal Peoples

Observations:

This organization currently has no gaps for Aboriginal Peoples, and therefore no goals are required for this designated group at this time.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
02	Middle & Other Managers	-1	15.0	20.0	11.5%	15.0%
04	Semi-Professionals & Technicians	-5	18.0	20.0	10.1%	16.4%

Observations:

EEOG 02: The goal has been set slightly above availability in this EEOG. Given the projected growth and turnover rates, setting a goal of 15.0% will eliminate the gap completely.

EEOG 04: Although the availability is 16.4%, the short-term and long-term goals have been set at 18.0% and 20.0% respectively. Meeting the goal of 18% would reduce the gap from -5 to -3 in 3 years.

Person with Disabilities

Observations: There are currently no gaps present for this designated group in any EEOG.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Arcadis Canada Inc. has demonstrated through their second compliance assessment that they were able to meet all but one of the goals set during their previous assessment, and the goals were met at rates between 200% and 1600% above the set goals. Further to this, goals for this assessment have been set at a minimum of availability in all EEOG's where gaps currently exist. The previous goals that were met and the new goals that were set during this assessment are extremely admirable.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the four designated groups to avoid the creation of new gaps in representation. As gaps have been reduced or eliminated completely, efforts could now begin to be focused on retaining staff to avoid the creation of new gaps in representation.

Name of Analyst: Alicia Dobney

Date: July 18, 2018

From: Dobney, Alicia A
Sent: August 9, 2018 11:25 AM
To: 'thomas.franz@arcadis.com' <thomas.franz@arcadis.com>
Cc: 'Natasha.Cerra@arcadis.com' <Natasha.Cerra@arcadis.com>
Subject: Government of Canada Agreement Number: 10000034 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Thomas Franz:

I am writing to inform you that the subsequent compliance assessment initiated on June 26, 2018 has been completed. As a result of the assessment, Arcadis 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 Arcadis Canada Inc.'s employment equity program.

- Arcadis Canada Inc. has demonstrated through their second compliance assessment that they were able to meet all but one of the goals set during their previous assessment, and the goals were met at rates between 200% and 1600% above the set goals. Further to this, goals for this assessment have been set at a minimum of availability in all EEOG's where gaps currently exist. The previous goals that were met and the new goals that were set during this assessment are extremely admirable.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the four designated groups to avoid the creation of new gaps in representation. As gaps have been reduced or eliminated completely, efforts could now begin to be focused on retaining staff to avoid the creation of new gaps in representation.

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 June 26, 2021. 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, Arcadis 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.

1

Canada

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsgc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Arcadis 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@hrsgc-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!

5. Method of amalgamation, check A or B
 Méthode choisie pour la fusion – Cocher A ou B :

A - Amalgamation Agreement / Convention de fusion :

The amalgamation agreement has been duly adopted by the shareholders of each of the amalgamating corporations as required by subsection 176 (4) of the *Business Corporations Act* on the date set out below.
 Les actionnaires de chaque société qui fusionne ont dûment adopté la convention de fusion conformément au paragraphe 176(4) de la *Loi sur les sociétés par actions* à la date mentionnée ci-dessous.

or
ou

B - Amalgamation of a holding corporation and one or more of its subsidiaries or amalgamation of subsidiaries / Fusion d'une société mère avec une ou plusieurs de ses filiales ou fusion de filiales :

The amalgamation has been approved by the directors of each amalgamating corporation by a resolution as required by section 177 of the *Business Corporations Act* on the date set out below.
 Les administrateurs de chaque société qui fusionne ont approuvé la fusion par voie de résolution conformément à l'article 177 de la *Loi sur les sociétés par actions* à la date mentionnée ci-dessous.

The articles of amalgamation in substance contain the provisions of the articles of incorporation of
 Les statuts de fusion reprennent essentiellement les dispositions des statuts constitutifs de

ARCADIS FRANZ CANADA INC.

and are more particularly set out in these articles.
 et sont énoncés textuellement aux présents statuts.

Names of amalgamating corporations Dénomination sociale des sociétés qui fusionnent	Ontario Corporation Number Numéro de la société en Ontario	Date of Adoption/Approval Date d'adoption ou d'approbation		
		Year année	Month mois	Day jour
ARCADIS CANADA, INC.		2015	03	25
ARCADIS SENES CANADA INC.		2015	03	25
ARCADIS FRANZ CANADA INC.		2015	03	25

6. Restrictions, if any, on business the corporation may carry on or on powers the corporation may exercise.
Limites, s'il y a lieu, imposées aux activités commerciales ou aux pouvoirs de la société.

None.

7. The classes and any maximum number of shares that the corporation is authorized to issue:
Catégories et nombre maximal, s'il y a lieu, d'actions que la société est autorisée à émettre :

The Corporation is authorized to issue an unlimited number of shares of one class, designated as Common Shares.

8. Rights, privileges, restrictions and conditions (if any) attaching to each class of shares and directors authority with respect to any class of shares which may be issued in series:

Droits, privilèges, restrictions et conditions, s'il y a lieu, rattachés à chaque catégorie d'actions et pouvoirs des administrateurs relatifs à chaque catégorie d'actions qui peut être émise en série :

Not applicable.

9. The issue, transfer or ownership of shares is/is not restricted and the restrictions (if any) are as follows:
L'émission, le transfert ou la propriété d'actions est/n'est pas restreint. Les restrictions, s'il y a lieu, sont les suivantes :

No securities of the Corporation, other than non-convertible debt securities, shall be transferred without the consent of either (a) a majority of the directors of the Corporation expressed by a resolution passed at a meeting of the board of directors or by an instrument or instruments in writing signed by a majority of the directors, or (b) the holders of a majority of the outstanding shares of the Corporation entitling the holders thereof to vote in all circumstances (other than a separate class vote of the holders of another class of shares of the Corporation) expressed by a resolution passed at a meeting of such shareholders or by an instrument or instruments in writing signed by the holders of a majority of such shares.

10. Other provisions, (if any):
Autres dispositions, s'il y a lieu :

None.

11. The statements required by subsection 178(2) of the *Business Corporations Act* are attached as Schedule "A".
Les déclarations exigées aux termes du paragraphe 178(2) de la *Loi sur les sociétés par actions* constituent l'annexe A.
12. A copy of the amalgamation agreement or directors' resolutions (as the case may be) is/are attached as Schedule "B".
Une copie de la convention de fusion ou les résolutions des administrateurs (selon le cas) constitue(nt) l'annexe B.

These articles are signed in duplicate.
Les présents statuts sont signés en double exemplaire.

Name and **original signature** of a director or authorized signing officer of each of the amalgamating corporations. Include the name of each corporation, the signatories name and description of office (e.g. president, secretary). **Only a director or authorized signing officer can sign on behalf of the corporation.** / Nom et **signature originale** d'un administrateur ou d'un signataire autorisé de chaque société qui fusionne. Indiquer la dénomination sociale de chaque société, le nom du signataire et sa fonction (p. ex. : président, secrétaire). **Seul un administrateur ou un dirigeant habilité peut signer au nom de la société.**

ARCADIS CANADA, INC.

Names of Corporations / Dénomination sociale des sociétés

By / Par



Signature / Signature

Peter G. Dyke

Print name of signatory /
Nom du signataire en lettres moulées

Treasurer

Description of Office / Fonction

ARCADIS SENES CANADA INC.

Names of Corporations / Dénomination sociale des sociétés

By / Par



Signature / Signature

Peter G. Dyke

Print name of signatory /
Nom du signataire en lettres moulées

Treasurer

Description of Office / Fonction

ARCADIS FRANZ CANADA INC.

Names of Corporations / Dénomination sociale des sociétés

By / Par



Signature / Signature

Peter G. Dyke

Print name of signatory /
Nom du signataire en lettres moulées

Treasurer

Description of Office / Fonction

Names of Corporations / Dénomination sociale des sociétés

By / Par

Signature / Signature

Print name of signatory /
Nom du signataire en lettres moulées

Description of Office / Fonction

Names of Corporations / Dénomination sociale des sociétés

By / Par

Signature / Signature

Print name of signatory /
Nom du signataire en lettres moulées

Description of Office / Fonction

SCHEDULE "A"

STATEMENT OF DIRECTOR OR OFFICER OF

ARCADIS CANADA, INC.
(the "Corporation")

1. I, Peter G. Dyke, am a director of the Corporation, one of the amalgamating corporations listed in the Articles of Amalgamation to which this statement is attached.

2. Having conducted such examinations of the books and records of the Corporation and having made such inquiries and investigations as are necessary to enable me to make this statement, I hereby state that there are reasonable grounds for believing that:

- (a) the Corporation is and the amalgamated corporation will be able to pay its liabilities as they become due;
- (b) the realizable value of the assets of the amalgamated corporation will not be less than the aggregate of its liabilities and stated capital of all classes; and
- (c) no creditor will be prejudiced by the amalgamation.

DATED: March 25, 2015.



Peter G. Dyke

SCHEDULE "A"

STATEMENT OF DIRECTOR OR OFFICER OF

ARCADIS FRANZ CANADA INC.
(the "Corporation")

1. I, Peter G. Dyke, am a director of the Corporation, one of the amalgamating corporations listed in the Articles of Amalgamation to which this statement is attached.

2. Having conducted such examinations of the books and records of the Corporation and having made such inquiries and investigations as are necessary to enable me to make this statement, I hereby state that there are reasonable grounds for believing that:

- (a) the Corporation is and the amalgamated corporation will be able to pay its liabilities as they become due;
- (b) the realizable value of the assets of the amalgamated corporation will not be less than the aggregate of its liabilities and stated capital of all classes; and
- (c) no creditor will be prejudiced by the amalgamation.

DATED: March 25, 2015.



Peter G. Dyke

SCHEDULE "A"

STATEMENT OF DIRECTOR OR OFFICER OF

ARCADIS SENES CANADA INC.

(the "Corporation")

1. I, Peter G. Dyke, am a director of the Corporation, one of the amalgamating corporations listed in the Articles of Amalgamation to which this statement is attached.

2. Having conducted such examinations of the books and records of the Corporation and having made such inquiries and investigations as are necessary to enable me to make this statement, I hereby state that there are reasonable grounds for believing that:

- (a) the Corporation is and the amalgamated corporation will be able to pay its liabilities as they become due;
- (b) the realizable value of the assets of the amalgamated corporation will not be less than the aggregate of its liabilities and stated capital of all classes; and
- (c) no creditor will be prejudiced by the amalgamation.

DATED: March 25, 2015.



Peter G. Dyke

SCHEDULE B

RESOLUTION OF THE DIRECTORS

OF

ARCADIS CANADA, INC.
(the "Corporation")

Amalgamation with ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc.

The Corporation, ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc. are all wholly-owned subsidiaries of ARCADIS USA B.V. and it is desirable that the Corporation, ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc. amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

RESOLVED THAT:

1. The amalgamation of the Corporation, ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc. under the Act, pursuant to subsection 177(2) thereof, is approved;
2. Upon the endorsement of a certificate on the articles of amalgamation pursuant to section 178 of the Act, all shares in the capital of the Corporation, including all shares which have been issued and are outstanding at the date hereof, shall be cancelled without any repayment of capital in respect thereof, and the stated capital of the Corporation shall be added to the stated capital of ARCADIS Franz Canada Inc.;
3. The articles of amalgamation and by-laws of the amalgamated corporation shall be the same as the articles and by-laws of ARCADIS Franz Canada Inc., except that the name of the amalgamated corporation shall be "ARCADIS CANADA INC."; and
4. Any director or officer of the Corporation is hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing, including the execution and filing of articles of amalgamation.

The foregoing resolution is hereby consented to by all the directors of the Corporation pursuant to the *Business Corporations Act* (Ontario) this 25th day of March, 2015.



John Vogan



Peter G. Dyke

Gary E. Coates

RESOLUTION OF THE DIRECTORS

OF

ARCADIS CANADA, INC.
(the "Corporation")

Amalgamation with ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc.

The Corporation, ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc. are all wholly-owned subsidiaries of ARCADIS USA B.V. and it is desirable that the Corporation, ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc. amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

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1. The amalgamation of the Corporation, ARCADIS SENES Canada Inc. and ARCADIS Franz Canada Inc. under the Act, pursuant to subsection 177(2) thereof, is approved;
2. Upon the endorsement of a certificate on the articles of amalgamation pursuant to section 178 of the Act, all shares in the capital of the Corporation, including all shares which have been issued and are outstanding at the date hereof, shall be cancelled without any repayment of capital in respect thereof, and the stated capital of the Corporation shall be added to the stated capital of ARCADIS Franz Canada Inc.;
3. The articles of amalgamation and by-laws of the amalgamated corporation shall be the same as the articles and by-laws of ARCADIS Franz Canada Inc., except that the name of the amalgamated corporation shall be "ARCADIS CANADA INC."; and
4. Any director or officer of the Corporation is hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing, including the execution and filing of articles of amalgamation.

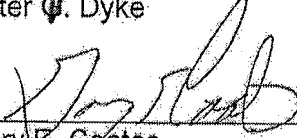
* * * * *

The foregoing resolution is hereby consented to by all the directors of the Corporation pursuant to the *Business Corporations Act* (Ontario) this 25th day of March, 2015.

John Vogan



Peter G. Dyke



Gary E. Coates

RESOLUTION OF THE DIRECTORS

OF

ARCADIS FRANZ CANADA INC.
(the "Corporation")

Amalgamation with ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc.

ARCADIS Canada, Inc., ARCADIS SENES Canada Inc. and the Corporation are all wholly-owned subsidiaries of ARCADIS USA B.V. and it is desirable that the Corporation, ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc. amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

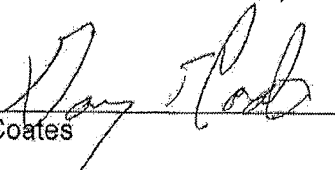
RESOLVED THAT:

1. The amalgamation of the Corporation, ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc. under the Act, pursuant to subsection 177(2) thereof, is approved;
2. Upon the endorsement of a certificate on the articles of amalgamation pursuant to section 178 of the Act, all shares in the capital of ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc., including all shares which have been issued and are outstanding at the date hereof, shall be cancelled without any repayment of capital in respect thereof, and the stated capital of ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc. shall be added to the stated capital of the Corporation;
3. The articles of amalgamation and the by-laws of the amalgamated corporation shall be the same as the articles and by-laws of the Corporation, except that the name of the amalgamated corporation shall be "ARCADIS CANADA INC."; and
4. Any director or officer of the Corporation is hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing, including the execution and filing of articles of amalgamation.

* * * * *

The foregoing resolution is hereby consented to by all the directors of the Corporation pursuant to the *Business Corporations Act* (Ontario) this 25th day of March, 2015.

Gary E. Coates



Peter G. Dyke



Thomas Franz

RESOLUTION OF THE DIRECTORS

OF

ARCADIS FRANZ CANADA INC.
(the "Corporation")

Amalgamation with ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc.


ARCADIS Canada, Inc., ARCADIS SENES Canada Inc. and the Corporation are all wholly-owned subsidiaries of ARCADIS USA B.V. and it is desirable that the Corporation, ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc. amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

RESOLVED THAT:

1. The amalgamation of the Corporation, ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc. under the Act, pursuant to subsection 177(2) thereof, is approved;
2. Upon the endorsement of a certificate on the articles of amalgamation pursuant to section 178 of the Act, all shares in the capital of ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc., including all shares which have been issued and are outstanding at the date hereof, shall be cancelled without any repayment of capital in respect thereof, and the stated capital of ARCADIS Canada, Inc. and ARCADIS SENES Canada Inc. shall be added to the stated capital of the Corporation;
3. The articles of amalgamation and the by-laws of the amalgamated corporation shall be the same as the articles and by-laws of the Corporation, except that the name of the amalgamated corporation shall be "ARCADIS CANADA INC."; and
4. Any director or officer of the Corporation is hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing, including the execution and filing of articles of amalgamation.

The foregoing resolution is hereby consented to by all the directors of the Corporation pursuant to the *Business Corporations Act* (Ontario) this 25th day of March, 2015.

Gary E. Coates



Peter G. Dyke



Thomas Franz

RESOLUTION OF THE DIRECTORS

OF

ARCADIS SENES CANADA INC.
(the "Corporation")

Amalgamation with ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc.

The Corporation, ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc. are all wholly-owned subsidiaries of ARCADIS USA B.V. and it is desirable that the Corporation, ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc. amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

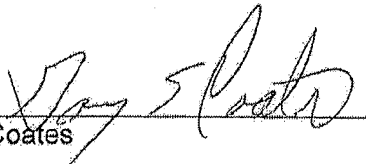
RESOLVED THAT:

1. The amalgamation of the Corporation, ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc. under the Act, pursuant to subsection 177(2) thereof, is approved;
2. Upon the endorsement of a certificate on the articles of amalgamation pursuant to section 178 of the Act, all shares in the capital of the Corporation, including all shares which have been issued and are outstanding at the date hereof, shall be cancelled without any repayment of capital in respect thereof, and the stated capital of the Corporation shall be added to the stated capital of ARCADIS Franz Canada Inc.;
3. The articles of amalgamation and by-laws of the amalgamated corporation shall be the same as the articles and by-laws of ARCADIS Franz Canada Inc., except that the name of the amalgamated corporation shall be "ARCADIS CANADA INC."; and
4. Any director or officer of the Corporation is hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing, including the execution and filing of articles of amalgamation.

* * * * *

The foregoing resolution is hereby consented to by all the directors of the Corporation pursuant to the *Business Corporations Act* (Ontario) this 25th day of March, 2015.

Gary Coates



Peter G. Dyke



Donald M. Gorber

RESOLUTION OF THE DIRECTORS

OF

ARCADIS SENES CANADA INC.
(the "Corporation")

Amalgamation with ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc.

The Corporation, ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc. are all wholly-owned subsidiaries of ARCADIS USA B.V. and it is desirable that the Corporation, ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc. amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

RESOLVED THAT:

1. The amalgamation of the Corporation, ARCADIS Canada, Inc. and ARCADIS Franz Canada Inc. under the Act, pursuant to subsection 177(2) thereof, is approved;
2. Upon the endorsement of a certificate on the articles of amalgamation pursuant to section 178 of the Act, all shares in the capital of the Corporation, including all shares which have been issued and are outstanding at the date hereof, shall be cancelled without any repayment of capital in respect thereof, and the stated capital of the Corporation shall be added to the stated capital of ARCADIS Franz Canada Inc.;
3. The articles of amalgamation and by-laws of the amalgamated corporation shall be the same as the articles and by-laws of ARCADIS Franz Canada Inc., except that the name of the amalgamated corporation shall be "ARCADIS CANADA INC."; and
4. Any director or officer of the Corporation is hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing, including the execution and filing of articles of amalgamation.

The foregoing resolution is hereby consented to by all the directors of the Corporation pursuant to the *Business Corporations Act* (Ontario) this 25th day of March, 2015.

Gary Coates



Peter G. Dyke



Donald M. Gorber